3275 The TenMinute Close

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[Role Transfer] creates the boundary. [The Ten-Minute Close] keeps it intact.

Ten minutes. Fixed cadence. Structured agenda. End of shift, every shift the operator and hire are both in the building. Not a check-in. Not a casual debrief. A standing, recurring, non-negotiable close that holds the relationship established during [Role Transfer] without re-collapsing the role.

The cadence is what makes it work. When the operator only appears in the hire's domain when something is wrong, the relationship becomes an alarm system — the hire learns that seeing the operator means a problem is being named. The alarm-system dynamic produces defensive hires who hide problems rather than surface them. [The Ten-Minute Close] breaks that dynamic by making the operator's presence predictable and scheduled. The operator shows up because it is Tuesday, not because something broke.

The fixed agenda runs the same way every time:

Calls made. The hire walks through the decisions they made inside their domain during the shift. Not for approval — for visibility. The operator listens. The hire owns the narrative.

Differences. Any call the operator saw differently gets named here — not in the moment on the stage, not in front of the cast, not as an override. Here. Against the documented standard in [The Scope Handoff Document]. The question is not "why did you do it that way?" The question is "did the outcome meet the documented standard?" If yes, the operator's preference is not a standard — it is a preference. If no, the standard gets enforced and documented.

Standards updates. Real standards that were not captured get added to [The Scope Handoff Document]. Preferences that were masquerading as standards get discarded. The document stays current. The hire always knows what they are being held to.

Shift read. The hire surfaces what they tracked and observed during the shift — the Read they ran on their domain. This is intelligence the operator would not otherwise have. It feeds [The Read Architecture].

Coaching. The operator shares what they saw — framed as the operator's lens, not as correction. The difference matters: correction says you were wrong; coaching says here is what I saw from

where I was standing.

[The Ten-Minute Close] is also the structural answer to [The Four Override Patterns]. When differences are parked for the close rather than acted on in the moment, the Public Override, the Silent Redo, the Walk-Through Adjustment, and the Retroactive Standard lose their trigger. The operator does not need to act in the moment because the moment for acting is already scheduled.

The operator who skips the close is not saving ten minutes. They are paying for it in [Control Snapback] events, [Role Drift], and the slow erosion of a transfer they worked to make formal.