3280 The Labor ReClassification

People Book · https://kb.jeffreysummers.com/docs/3280-the-labor-reclassification/

At Rung 1, labor is a single bucket. Bodies, hours, cost per hour, total labor percentage. Every hire is measured the same way — how much work did they produce relative to what they cost? The math is simple because the category is flat.

Rung 2 breaks the bucket.

[The Labor Re-Classification] is the recognition that labor at Rung 2 is not one category — it is two, with different jobs, different costs, and different returns.

Execution Labor. People whose role is to perform the work the system specifies at the volume the shift demands. Cast members, line cooks, servers, runners, hosts. Their output is measurable in throughput terms — covers served, plates produced, tables turned. The metric the operator has always known how to use applies here.

Oversight Labor. People whose role is to hold a piece of the operation so the operator can stop holding it. Leads, kitchen managers, shift supervisors. Their output is not throughput — it is operator capacity. The hire who holds the back of house correctly gives the operator back the back of house. That return does not show up in a cover count. It shows up in what the operator can now do that they could not do before.

The signature failure of Rung 2 is hiring oversight labor and measuring it like execution labor. The operator hires a lead, expects the output to look like throughput, and when it does not — when the lead is not visibly producing at the execution rate the operator is used to seeing — concludes the hire is not working. The hire is working. The operator is measuring the wrong thing.

That misread produces [Control Snapback]. The operator retrieves authority from a hire who was actually holding the domain correctly, because the return on oversight labor is invisible to a metric built for execution labor. The hire stops owning. The operator is back inside the role they tried to hand off. The transfer failed — not because the hire could not hold it, but because the operator never reclassified the labor before measuring it.

[The Labor Re-Classification] happens before the hire arrives. The operator decides: is this execution labor or oversight labor? The answer determines how the role is scoped, how the [Scope

Handoff Document] is written, how success is defined, and what [The Ten-Minute Close] is listening for. Get the classification wrong and everything downstream is measuring the wrong game.