3290 Decisions Not Values

People Fieldbook · https://kb.jeffreysummers.com/docs/3290-decisions-not-values-2/

The Demand

The next time you face a decision that costs you something to hold your stated values — a labor cut, a comp, a schedule call — you make the decision that matches what you say you stand for, not the convenient one. The cast is not reading your values poster. They are reading this decision. If you make the convenient call instead, you have just taught the whole cast that your values are aspirational, not operational.

The Work

1. Identify one decision from the last two weeks where what you did did not match what you say you value. Name it in writing — the decision, the value it contradicted, and who was watching.
2. Before your next comparable decision arises, write down in advance what the values-aligned call looks like, so you are not deciding it under pressure in the moment.
3. Before you announce your next operational decision — a service sequence change, a pricing move, a staffing call — get the disagreement out first. Take it to the one-on-one or the pre-shift, before the call goes live, not during service.
4. Once you announce the decision, hold the line publicly. No hallway renegotiation. No visible doubt on the stage. If a kitchen manager disagreed, they said so beforehand; now they execute it in front of the cast without commentary.

This week, you make one visible, costly decision that matches your stated values, and you close every announced decision to further debate the moment it goes live.