3295 What Culture Actually Is

People Fieldbook · https://kb.jeffreysummers.com/docs/3295-what-culture-actually-is-2/

The Demand

This week you stop measuring your culture by what happens when you are on the stage watching, and you start measuring it by what happens when you are not there. If you keep confusing compliance with culture, you will keep being the last to know about problems, because compliance only holds under supervision and disappears the moment you turn your back.

The Work

1. Pick one moment this week you were not physically present — the Guest who arrived after closing, the complaint the manual never covered, the cast member working alone. Ask what actually happened. Write it down.
2. Compare that answer to what you would have done if you had been there. If they match, you have culture in that moment. If they do not, you have compliance at best.
3. Identify one cast member whose intrinsic motivation for the standard looks absent — someone who complies when watched and drifts when not. Recognize this as a hiring problem, not a training problem, and stop assigning them more training this week. Have the honest conversation about fit instead.
4. Identify one cast member who shows the standard when no one is watching. This week, tell them directly you noticed, and give them more responsibility inside their domain as a signal that internalization is rewarded.
5. Stop asking “how do I hold my team accountable to the standard” this week. Start asking, in your one-on-ones, “how do I build a team that holds the standard for themselves” — and act on at least one answer you get.

By Friday, you have one written example of what your cast did unsupervised this week, and you have acted on it — either addressing a hiring problem or reinforcing a cast member who is already living the standard.