3300 The 200 Rule

People Book · https://kb.jeffreysummers.com/docs/3300-the-200-rule/

There is a standard of accountability that I have used in every operation I have ever led, and it changes everything it touches.

One hundred percent accountable for your own performance. One hundred percent accountable for the person next to you. That is the standard. Not 100%. Two hundred.

Most operators never get here — and the reason is predictable. When you first introduce this expectation, the early adopters will start holding their peers to account. And the peers who are not ready for it will push back. They will call the early adopters bossy. They will complain. They will frame accountability as overreach. And most operators, faced with that friction, will back off — because it is easier to manage than the resistance. And in that moment, they will have killed the most powerful culture shift available to them.

Coaching through this resistance is the work. You do not abandon the standard because it is uncomfortable. You explain it, you model it, you reinforce the people who are practicing it, and you coach the people who are resisting it. The early adopters are not the problem. They are the future of your business.

Once the majority of your cast buys in — and it does not take as long as you think — the 200% Rule changes the load on the operator by degrees. The floor becomes self-regulating. People correct in real time because the standard is not coming from a manager standing over them — it is coming from the person working beside them.

The 200% Rule does something else most operators never consider. It allows you to push decision-making down to the lowest level possible. When your people are holding each other accountable, you can trust them to make decisions at the point of experience without waiting for a manager. The server who sees a problem solves it. The cook who catches a below-standard plate pulls it. The host who reads a developing wait adjusts the flow. They do not escalate. They act.

If you cannot trust your cast to operate at that level, then you have to change your cast. Or you have to change you.