3315 The No Assholes Rule for Restaurants

People Fieldbook · https://kb.jeffreysummers.com/docs/3315-the-no-assholes-rule-for-restaurants-2/

The Demand

This week, you name the toxic person your best cast members already know about and are already watching you tolerate. If you keep them because they are technically competent, you are not avoiding a conflict — you are telling your A and B Players that results matter more than culture, and you will pay for it in who quits next.

The Work

1. Name the person — cast member, manager, vendor, or Guest — who is currently tolerated because of what they produce despite the damage they cause. Write down specifically what they make the people around them become: smaller, colder, more guarded, less generous.
2. Total the real cost: the rework, the gossip, the ticket errors, the cast members who avoid shifts with this person. Write it down in specific terms, not a general feeling.
3. This week, have the direct conversation. Name the behavior, name the standard, name the consequence if it continues. No exception clause for performance.
4. If the toxic actor is a Guest, decide this week what “the check isn't worth it” looks like in your operation, and brief your Leads on when they are authorized to enforce that line without escalating to you.
5. If the conversation does not produce change within the timeline you set, remove the person. Subtraction is the strategy, not a last resort.

By Friday, you have named the tolerated toxic actor out loud, had the direct conversation, and set the removal timeline if it does not change.