3320 Its OK to Play Favorites

People Fieldbook · https://kb.jeffreysummers.com/docs/3320-its-ok-to-play-favorites-2/

The Demand

This week, you identify the cast members who want more, do more, and learn more, and you give them more — coaching, development, time, opportunity — before you give any of it to the ones who coast. If you keep treating hustle and coasting identically, your best people will eventually stop giving you the extra effort, and they will be right to.

The Work

1. List every cast member and rank them by demonstrated hustle over the last month — who asks for more, picks up shifts, seeks feedback, improves without prompting.
2. Pick the top three. Schedule a development conversation with each this week. Ask what they want next and commit to one concrete step toward it — a new station, a shadow shift, a skill they want built.
3. Give each of the top three something this week you are not giving the average performer: more of your time, an early look at a new process, a harder problem to solve.
4. Stop equalizing recognition. If you have been giving the same praise or the same shift perks to your top performers and your coasters alike, correct that this week — visibly.

This week, you invest disproportionately in your top three performers and you can name exactly what each of them received that the coasters did not.