3345 The FourRung Pipeline

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The discipline cut is not just a leadership model. It is a development architecture. And it only works if the rungs are real.

Cast → Shift Lead → Discipline Lead → Operator. Four rungs. Each one earns its way up by widening range and deepening discipline. Nobody skips a rung because they've been here long enough. Nobody gets handed a rung because the one above it opened up. The rung is earned by demonstrating that the discipline is carried — not by tenure, not by availability, not by default.

The Shift Lead rung is where the architecture gets built. Front Lead, Back Lead, Bar Lead relocate here from the old management tier to a shift-level hourly role. They run their geography during the shift — floor movement, line coordination, real-time handoffs. They are the on-shift hinges. They report through the Discipline Leads, not through the GM. They are not managers. They are operators in formation.

The Discipline Lead rung is where range becomes professional identity. Product Lead, People Lead, Performance Lead each carry one fundamental across the entire building — both houses, all shifts, every cast member in their discipline's reach. The geography wall is gone. The discipline runs through wherever the shift requires. This is the rung where a career becomes a profession.

The Operator rung closes the loop. GM/Operator owns Perspective and Profit — the long view and the final scoreboard. They integrate the three Discipline Leads, authorize moves, and answer for outcomes. The operator who reaches this rung through the pipeline arrives with range across Product, People, and Performance already built. They are not learning the operation from the top. They ran it from the inside.

Two paths branch at the Discipline Lead rung. The first path stays — career Discipline Lead, deepening mastery, respectable endpoint at any rung. The second path rotates — Discipline Lead who wants the operator track moves through at least two of the three operating disciplines before GM consideration. The rotation is the qualifier, not a formality. You cannot hold Perspective and Profit credibly without having lived inside the operating middle.

Both paths share the first three rungs. The fork happens at Discipline Lead. Stay and master, or rotate and rise. Both are real. Neither is a consolation prize.