3350 Three Apprenticeships

People Book · https://kb.jeffreysummers.com/docs/3350-three-apprenticeships/

The Shift Lead rung does something the old FOH/BOH model never could: it runs three apprenticeships simultaneously.

Under the old model, a FOH Shift Lead has one ceiling and one teacher — the FOH Manager above them. One geography, one discipline, one path. The BOH Shift Lead has the same problem in reverse. The wall between them is maintained by the model because the model was built around the wall.

Under the discipline architecture, every Shift Lead works directly with all three Discipline Leads:

The Product Lead teaches them the system end-to-end — how prep feeds line feeds service feeds Guest. Pacing, plating, the bar program, the flow between kitchen and stage. The Shift Lead who comes up through FOH and learns the system through the Product Lead lens stops seeing the kitchen as someone else's problem. They start seeing the whole pipeline.

The People Lead teaches them how to read cast, coach, develop, and resolve conflict across every role in the building. Not just the roles they supervise on shift. Every role. A FOH Shift Lead who learns People work from a People Lead who carries the whole cast stops being a zone supervisor and starts being a cast developer.

The Performance Lead teaches them how to read a shift as one organism — GX audit, touchpoint reads, shift-level diagnostics across both houses. The Shift Lead who learns to read performance across the whole building stops filing reports about their half and starts reading the whole thing.

Three apprenticeships running simultaneously. By the time the Shift Lead is ready to move up, they have sampled all three disciplines and know which one fits them. They pick their path based on what they are actually good at — not what zone happened to open up, not who left, not what the GM needed filled. The discipline chose them as much as they chose it.

That is what a development architecture produces. Not people who lasted long enough to get promoted. People who grew into the discipline that fits them and can prove it.