# 3355 What The Discipline Cut Does

People Fieldbook · https://kb.jeffreysummers.com/docs/3355-what-the-discipline-cut-does-2/

## The Demand

This week, you check whether each cast member is being read by three disciplines or by one zone manager asking only whether the food is going out. If you are still running single-lens supervision, you will keep losing talented people to operations that show them a visible path up from day one.

## The Work

1. Pick three cast members at random. For each one, write down their current read on Product (is the system running), People (are they growing), and Performance (is the shift delivering because of them). If you can only answer one of the three, that person is being under-read.
2. For the gaps you find, assign the missing read to the correct Discipline Lead this week — do not try to cover all three yourself if you have Leads in place.
3. If you are still the only person integrating Perspective and Profit while also running zones day to day, name explicitly this week which discipline you are retiring from next as the business allows.
4. Talk to one FOH or BOH cast member this week about the career path visible to them — Product Lead, People Lead, or Performance Lead. If they cannot name the path themselves, that is a retention risk you fix by making the structural path explicit to them today.

By Friday, three cast members have a documented three-discipline read, and at least one cast member has heard their visible career path stated to them directly.