3360 The Comparison

People Book · https://kb.jeffreysummers.com/docs/3360-the-comparison/

The transactional division of labor was built for a building where the GM was the only person trusted with range. The relational division of labor was built for a building where range is the whole point of the leadership tier.

Dimension

Transactional (Road 1)

Relational (Road 2)

Cut

Geography (FOH/BOH)

Discipline (the five fundamentals)

Authority basis

Territory

Lens

Credential

Title

Demonstrated range

Path shape

Single line up

Two roads — growth and operator

Operator load

Carries all five

Carries two, integrates three

Cast position

Cost line

Working surface

Pyramid

GM on top, weight down on cast

Guests on top, GM at bottom absorbing weight

Résumé reads

Tenure

Range

Seam between rooms

Unowned, leaks every shift

Owned by Performance Lead by definition

GM exit

Building cracks

Disciplines hold

The transactional model produces zone managers. The relational model produces professionals. Zone leaders optimize a zone. Discipline leaders optimize a system. That is not a degree of difference — it is a category difference.

The zone manager's question is: is my territory running? The discipline leader's question is: is my fundamental healthy across the whole building? One question produces compliance. The other produces mastery. The building that asks compliance questions gets compliance. The building that asks mastery questions gets professionals — and professionals compound in a way compliance never can.

The geography cut was not a bad idea for its time. It organized buildings around physical space because physical space was the only organizing principle available. The discipline cut organizes buildings around what the business is actually trying to produce — relational outcomes, delivered consistently, by people who own a fundamental rather than a zone. Same building. Different

architecture. Categorically different result.