3375 The Cast That Stopped Believing the Standard

People Book · https://kb.jeffreysummers.com/docs/3375-the-cast-that-stopped-believing-the-standard/

The cast member who has watched the operator preach development and cancel every one-on-one. The cast member who heard the pre-shift speech about Guest experience and then watched the operator pull a table that wasn't ready because the wait was getting long. The cast member who was told the culture is built on respect and then watched the operator talk about a team member in a way that wasn't.

That cast member has stopped believing the story. Not loudly. Not confrontationally. Quietly — the way trust erodes in every building where the stated values and the actual signals diverge long enough.

[Values Dissonance] in the People fundamental is the most expensive version because it costs what the People fundamental is designed to build: the cast's belief that the operator means what they say. The cast member who stops believing the story does not quit immediately. They adjust. They deliver compliance instead of commitment. They stop offering discretionary effort — the extra that only comes from genuine engagement — because discretionary effort requires trust that the investment is worth making.

The People discipline of [Values Dissonance]: make the alignment audit relational, not just personal. The operator who asks their Lead "where have I been inconsistent?" and means it is doing the most important People work available to them. The answer will be uncomfortable. The comfort is in the alternative — a cast that has already made the same assessment and decided not to share it.

The cast that tells the operator where they have drifted is the most valuable cast in the building. They are doing the work [Social Friction] was designed to prevent. The operator who receives that feedback as a gift rather than a challenge has built something rare: a building where the truth travels all the way to the top.