3380 Listen to the Cast Dont Manage to the Request

People Fieldbook · https://kb.jeffreysummers.com/docs/3380-listen-to-the-cast-dont-manage-to-the-request-2/

The Demand

The next time a cast member brings you a request — a section change, a schedule ask, a complaint that the new standard is too hard — you find the need underneath the request before you answer it. If you simply grant or deny the position they stated, you either train the cast that requests produce outcomes or you miss the real problem entirely.

The Work

1. Write down the last request a cast member brought you that you have not fully resolved.
2. Ask yourself what the underlying need is, separate from the stated position. A section-change request may be a development need. A recurring Saturday-off request may be a legitimate scheduling conflict. A complaint that a standard is too hard may be a training gap or genuine resistance — determine which.
3. This week, have the conversation that addresses the need, not just the position. State clearly what you are doing and why, whether or not you are granting the literal request.
4. If the request reveals a training gap in a standard you rolled out, fix the training this week rather than lowering the standard.
5. Close the loop with the cast member directly — tell them you heard them, explain your decision, and commit to the underlying need even if the literal ask was not granted.

This week, you resolve one open cast request by addressing its underlying need explicitly, and you close the loop with the cast member in person.