3380 Listen to the Cast Dont Manage to the Request

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The cast member who asks for a different section every shift. The one who wants to close every Saturday. The one who says the new standard is too hard to execute. The one who wants to change the pre-shift because it runs too long.

Every one of those is feedback worth listening to. None of them is a mandate.

The operator who gives every cast member exactly what they ask for has not built a People-centered culture. They have built a negotiation — where the cast learns that requests produce outcomes, and the standard becomes whatever the most vocal cast member is willing to hold.

[The Platinum Rule] in the People context: read what the cast member actually needs, not just what they asked for. The cast member who asks for a different section every shift needs to understand why the assignment was made — and may need development in the section they are avoiding. The one who wants to close every Saturday has a scheduling need worth understanding — and the building has a staffing need worth protecting. The one who says the new standard is too hard may be identifying a training gap that the operator needs to address — or may be resisting a standard that is genuinely right for the building.

The discipline:

Understand the underlying need before responding to the request. The cast member's request is a position. The need underneath it is the interest. The operator who responds to the position may miss the interest entirely — and produce a solution that satisfies the request without addressing what actually matters to the cast member.

Contextualize the individual request against the building's needs. The cast member who wants every Saturday night off has a legitimate personal interest. The building has a legitimate operational interest. The operator who resolves that tension by understanding both and designing a solution that honors both — rather than simply granting or denying — has done People work.

Feedback is a signal, not a mandate. The cast member who says the new standard is too hard is giving the operator information — about training gaps, about the standard's implementation, about the cast's current capability. That information is valuable. The decision about whether to modify the standard, accelerate the training, or hold the standard and build toward it belongs to the operator — informed by the feedback but not determined by it.

The cast member who feels heard does not need to be given everything they asked for. The operator who listens genuinely, acknowledges what was said, explains the decision, and commits to addressing the underlying need — without necessarily granting the request — has built a more trusting relationship than the operator who simply says yes.