3395 Consistency Is the Expression Not the Cause

People Fieldbook · https://kb.jeffreysummers.com/docs/3395-consistency-is-the-expression-not-the-cause-2/

The Demand

This week, you test whether your consistency is enforced or expressed. If your standard only holds because you are standing there watching, you have compliance with a consistency requirement, not culture — and it will collapse the moment you step back.

The Work

1. Pick one standard you believe is consistently held in your building. This week, check it in a moment you are not present — pull a report, ask a Guest, ask a cast member who was on a shift you missed.
2. Write down whether the standard held the same way it does when you are watching. If it did not, you have enforced consistency, not expressed consistency.
3. For any standard that only holds under your supervision, ask why the cast has not internalized it. Check whether you hired for intrinsic motivation, whether the standard was explained and modeled or just repeated in training, and whether you yourself have held it when it was inconvenient and no one would have noticed.
4. This week, hold that same standard yourself in a moment it costs you something and nobody is watching. Do it deliberately, and do not mention it — let the cast observe it on their own.
5. Rebuild the training explanation for that standard this week so it connects the behavior to the reason behind it, not just the rule itself.

By Friday, you have tested one standard in your absence, identified whether it is enforced or expressed, and taken one action — a values-aligned decision made unwatched, or a retrained explanation — to move it toward expressed consistency.