3400 The Operators Reps

People Fieldbook · https://kb.jeffreysummers.com/docs/3400-the-operators-reps-2/

The Demand

This week, you audit your own decisions before you audit anyone else's. The next time you face a moment that costs you something — holding the food standard when the kitchen is behind, protecting a cast member when a Guest is wrong, cutting a corner nobody would notice — you make the decision that matches the value you claim to hold. If you don't, the cast has already done the math on the gap between what you say and what you do, and no team meeting closes that gap.

The Work

1. Name the one value you say matters most in this building. Write it down in one sentence.
2. Look back over the last seven days. Identify one decision you made that aligned with that value at a cost to you, and one decision that contradicted it.
3. Before your next shift, identify the specific moment most likely to test that value this week — a busy Friday, a Guest complaint, a corner that could get cut.
4. When that moment arrives, make the decision that matches the stated value, in front of the cast, without narrating it as a lesson.
5. After the shift, write down what you did and whether it matched. Keep this record going. This is the only scoreboard that counts.

By Friday, you have one documented rep where your decision matched your stated value, made in a moment that cost you something. That is the only way the culture becomes real instead of stated.