# 3400 The Operators Reps

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

The cast doesn't learn the culture from the values statement. They learn it by watching the operator make decisions.

Every decision the operator makes either confirms or contradicts the culture they say they're building. The decision to hold the food standard when the kitchen is behind and the table is waiting. The decision to protect a cast member when a Guest is wrong. The decision to cut a corner when nobody would notice — or not to.

Those decisions are the operator's reps. Zero + - Theory running on the operator's own behavior, not just the cast's. Every decision that aligns with the stated value adds. Every decision that doesn't subtracts. And the cast keeps score — not consciously, not vindictively, but accurately.

The operator who says "people are our most important asset" and then treats cast members as disposable has created a values conflict that no team meeting resolves. The cast has already done the math. The stated value and the actual decision don't match. The culture that follows is the culture of the actual decision — not the stated value.

Culture can't be installed. It can't be announced. It can only be built — one decision at a time, by a leader whose actual behavior aligns with what they say matters.

The operator who wants to build a specific culture has one lever: make decisions that are consistent with it, especially when it costs something to do so.

That's the rep. That's the accountability. That's how values become real.