3410 Compounding Character

People Fieldbook · https://kb.jeffreysummers.com/docs/3410-compounding-character-2/

The Demand

This week, you examine the decisions you make when no one is watching — the vendor conversation, the cast member correction, the shortcut nobody would catch — because those decisions are the reps that determine what your operation becomes at scale. If you have not solved a character problem at one unit, you will export it to every unit that follows.

The Work

1. Identify one unwitnessed decision you make regularly — a vendor negotiation, a scheduling call, an after-close judgment call.
2. Ask directly: does this decision align with the standard you hold your cast to, or does it get a pass because no one checks it?
3. This week, make that decision the right way once, even if it costs time, money, or convenience.
4. Identify whether your current model of leadership runs on your presence or on your cast's internalized belief in the standard. Test it: step away from the stage for one full shift and observe what holds without you.
5. Where the standard collapsed in your absence, that is not a scheduling gap. That is a development gap. Name the specific cast member or shift lead who needs direct coaching on why the standard matters, not just what it is.

Before your next shift, you make one private decision align with your public standard, and you identify one place where your operation depends on your presence instead of the cast's belief. Start building the belief this week.