3435 People Place and Process One Direction

People Book · https://kb.jeffreysummers.com/docs/3435-people-place-and-process-one-direction/

Here's what it looks like when core values are actually working: your people, your physical environment, and your processes are all pulling in the same direction. Not toward vague cultural aspirations — toward a single, clearly defined purpose. What you're building is a Guest experience. And everything in your operation either supports that or it doesn't.

When cast members have the right tools, clear outcomes, and a set of values that match their own, they don't need to be supervised every minute. They're empowered to perform. They already know what good looks like — because you've defined it, communicated it, and embedded it into every system they interact with. Your training reinforces specific behaviors. Your coaching connects those behaviors to outcomes. Your culture makes them want to deliver.

The people who feel valued make sure their Guests do too. That's not a coincidence. It's a chain. When your values are real — not on a plaque, but in the daily experience of working in your restaurant — that energy transfers. Guests feel it. They may not be able to name it. And they come back because of it.

The inverse is also true. When people, place, and processes are misaligned — when your environment says one thing, your training says another, and your values say a third — your Guest experience reflects that confusion. It's inconsistent. Unmemorable. Forgettable. Not because your people are bad. Because the system didn't give them a unified direction to aim at.

That's the real job of core values. Not inspiration. Alignment.

Finding your values doesn't require a consultant or a framework. Start with what you actually believe — not what sounds good. Start with the decisions you've already made under pressure, the ones where you held the line even when it cost you. Those moments tell you what you really value. Not the plaque on the wall. The decision you made at 9 PM on a Saturday when nobody was watching.

If you're honest with yourself, you already know what they are. You just haven't named them yet.

Name them. Write them down. Communicate them. Hold the line. That's the whole process.