3450 The Friction Trap People

People Fieldbook · https://kb.jeffreysummers.com/docs/3450-the-friction-trap-people-2/

The Demand

This week, you review every piece of technology you've deployed and separate what removed friction from what removed the cast member. If you can't tell the difference, you are building a faster version of an empty Guest experience.

The Work

1. List every piece of Guest-facing technology currently in use — QR codes, kiosks, automated upsell prompts, table-side tablets.
2. For each one, name specifically what human interaction it replaced. Be exact: did it remove a repeated question, or did it remove the moment where a relationship would have been built?
3. Where the technology removed only the mechanical — the repeated allergen answer, the order routing — keep it and confirm the cast member is using the freed time for the human work: reading the Guest, anticipating the need.
4. Where the technology removed the relationship moment itself, identify one way to reinsert a human touchpoint this week without reversing the tech.
5. Before adding any new technology this week, ask the test question first: does this give the cast more capacity for the human work, or does it replace the human work entirely? Do not deploy anything that fails this test.

By Friday, you have audited every Guest-facing technology against this test and reinserted at least one human touchpoint where the tech had quietly removed the relationship instead of just the friction.