3460 Productive Chaos

People Fieldbook · https://kb.jeffreysummers.com/docs/3460-productive-chaos-2/

The Demand

This week, you run your proof test on your busiest shift. An operation that looks good on a slow Tuesday and falls apart on a peak Saturday was never actually built — only the peak shift tells you the truth.

The Work

1. Identify this week's highest-volume shift in advance.
2. Before the shift, name the one standard most likely to degrade under volume — ticket times, table maintenance, Guest acknowledgment, whatever has slipped before under pressure.
3. Position yourself on the stage during that shift specifically to watch that one standard, not to run the shift yourself.
4. Track whether the standard holds or degrades as volume peaks. Note the exact moment it starts to slip, if it does.
5. Address the slip point directly with the specific cast member or system responsible before the next comparable shift — do not wait for the next slow Tuesday to feel like things are fine again.

Before your next peak shift ends, you know whether your operation was actually constructed or just looked good in favorable conditions — and you've named the exact fix if it wasn't.