3480 The Cast Who Cant Hold Fifteen Standards

People Book · https://kb.jeffreysummers.com/docs/3480-the-cast-who-cant-hold-fifteen-standards/

The cast member who is given fifteen things to hold simultaneously holds none of them well.

The pre-shift that covers safety, service steps, upsell targets, table maintenance, Guest recovery protocol, POS updates, section assignments, and the 86 list has not prepared the cast. It has overwhelmed them. The brain's working memory — roughly four to seven items in active evaluation — hits its limit before the cast member reaches the floor. The rest gets filed, forgotten, or defaulted to whatever the cast member already knew how to do.

The operator who coaches on fifteen development points in a single conversation improves nothing. The cast member leaves knowing they have fifteen gaps. They don't know which one to work on first. The default is to work on none — because the weight of fifteen is heavier than the motivation to address any one.

The People discipline is curation. The pre-shift that has one focus produces a cast that holds one standard well. The development conversation that identifies one gap and builds a plan around it produces improvement. The cast member who knows exactly what they are working on this week — one thing, specific, measurable, with a check-in scheduled — is more likely to move than the cast member carrying a list.

The operator who narrows the standard doesn't lower it. They make it executable. The cast can only hold what they can hold. The operator who designs around that reality gets better performance than the one who demands the impossible and calls the gap a motivation problem.