3555 The Cast Member the Operator Stopped Reading

People Fieldbook · https://kb.jeffreysummers.com/docs/3555-the-cast-member-the-operator-stopped-reading-2/

The Demand

This week, you schedule a one-on-one with your steadiest performers, not just the ones generating problems. If you only give attention to visible struggle, the cast member quietly disengaging will keep disengaging until the exit conversation surprises you and the disengagement will have been building for months.

The Work

Correct for [Attention Distortion] on your roster this week.

1. List every cast member who has not generated a coaching conversation, a complaint, or a compliment in the last thirty days. This is your invisible list.
2. Schedule a development conversation with each name on that list before Friday. Ask directly about readiness for more, not about problems.
3. Before you evaluate anyone this week, check your anchor: are you rating them on who they were at hire, or who they are now? Update the anchor if growth has happened since.
4. Sequence your walkthroughs and evaluations deliberately. Do not evaluate one cast member immediately after a star performer or a weak one. Reset between evaluations.
5. If you heard a complaint about someone before your last walk, name that prime to yourself and re-observe them fresh before drawing a conclusion.

This week, put your invisible list on the schedule for a one-on-one before you schedule another coaching conversation with someone already generating signal.