3565 The Cast Development That Never Happened

People Fieldbook · https://kb.jeffreysummers.com/docs/3565-the-cast-development-that-never-happened-2/

The Demand

This week, you protect at least one development conversation from the coverage problem instead of letting it get bumped again. If you keep letting [Present Bias] win, the cast member ready for more will leave and become someone else's Discipline Lead, and you will call the loss a tight labor market.

The Work

Treat development as a non-negotiable operating expense this week.

1. Identify the cast member or Lead whose development conversation has been deferred the longest. Name the actual number of weeks or months.
2. Put that conversation on the calendar this week, at a time that does not depend on the floor being fully covered.
3. Before you cancel any one-on-one for a coverage problem this week, name out loud what you are trading away: the cast member's sense of being invested in, and the early signal that would have caught a problem before it became an exit.
4. If you must choose between coverage and development this week, protect development at least once and document the trade you made instead.

This week, one development conversation happens on schedule regardless of what the floor looks like that day.