3570 The Cast Under Uncertainty

People Fieldbook · https://kb.jeffreysummers.com/docs/3570-the-cast-under-uncertainty-2/

The Demand

This week, during any period of ambiguity in your building, you name the uncertainty out loud to the cast instead of leaving it to the grapevine. If you go silent or offer false reassurance, every cast member touching that uncertainty pays a tax in discretionary effort, psychological safety, and willingness to flag problems before they reach the Guest.

The Work

Reduce [Uncertainty Tax] this week using two levers.

- Empathy: the next time uncertainty is live in the building, say to the affected cast directly: "I know this creates stress. It's okay to feel off-balance right now. Here's what I'm trying to figure out, and what I'll share when I know more." Use this exact structure, not a vague reassurance.
- Consistency: do not skip the post-shift, shorten the pre-shift, or reduce your floor presence during the uncertain period. Keep your rhythm visible even when the specific uncertainty is unresolved.

This week, identify the current source of grapevine uncertainty in your building and address it directly with both levers before the next shift.