3575 The Cast That Wont Move

People Book · https://kb.jeffreysummers.com/docs/3575-the-cast-that-wont-move/

The cast member who has been doing it the same way for three years and sees no reason to change. The senior cast member whose skepticism has already spread to two others before the operator finished the announcement. The Lead who agrees in the pre-shift and reverts on the floor. The culture that reasserts itself the moment the operator's attention is elsewhere.

[Change Resistance] in the People fundamental is the most personal version because it involves identity. Work is not just what people do — it is part of who they are. The cast member who has built their identity around their current way of working experiences a change to that way as a change to themselves. That is not resistance to the standard. It is resistance to becoming a different person — and it requires a different response than the operator who is only thinking about the standard.

The identity question: before any significant cast change, the operator who asks "what does this change threaten about who this person believes they are?" is doing People work that the standard-setter is not doing. The veteran server who is being asked to adopt a new recommendation approach is not resisting the approach. They are protecting their identity as someone whose judgment can be trusted. The change that acknowledges that identity — "your experience is exactly why we need you to model this for the newer cast" — produces a different response than the change that ignores it.

Social proof is the lever. Identify the cast member whose adoption will most influence the others. Invest in them first — not to manipulate, but because the cast is watching each other more than they are watching the operator. The respected cast member who adopts the change early and visibly has done more for the change's adoption than any training session.

The People discipline: never announce a change and then leave the cast to figure out how to adopt it alone. Design the adoption path — who needs to hear what, in what sequence, with what support, with what early evidence that it is working.