# 3600 When the Next Step Isnt Available

People Fieldbook · https://kb.jeffreysummers.com/docs/3600-when-the-next-step-isnt-available-2/

## The Demand

This week, you identify the cast member who is ready for more and has nowhere to go, and you redefine their role instead of leaving them in place. If you let a growing cast member sit in a role that has stopped expanding, you have already started their exit interview, and you will have created a zombie cast member you are choosing to tolerate.

## The Work

Run the role-redefinition process this week for every cast member who has outgrown their current position.

1. Name the cast member who has grown into everything their current role asks of them, with no open seat to promote them into.
2. Rewrite what their role requires, why it matters, and how it connects to something bigger than the checklist. Make this a genuine expansion, not a title change.
3. Identify one concrete new area of ownership: a section of the Guest relationship, mentoring a new hire, running a station independently, owning a recognition program. Name it specifically for this person.
4. Deliver the redefined role to them directly this week, along with what it means for their compensation and responsibility.
5. If no redefinition is possible and you know a peer operator who could offer real growth, make the call. Placing your best people elsewhere when you have nowhere for them to go is what builds the referral network that sends you your next great hire.

This week, deliver one redefined role or one outside placement to the cast member you have been letting stall.