3610 Leading People vs Using Them

People Fieldbook · https://kb.jeffreysummers.com/docs/3610-leading-people-vs-using-them-2/

The Demand

This week, you audit your last month of personnel decisions for the using pattern: did you respond to a problem by replacing the person, or by asking what in the environment produced the outcome? If you keep swapping people instead of examining the system, your turnover stays tied to leadership, not staffing, and nearly half of it will trace back to you.

The Work

Run the leading-versus-using audit this week.

1. List every role in your building. For each one, ask: does this role develop the person in it, or does it only get the function covered? Mark each role as development vehicle or coverage slot.
2. For any role marked coverage slot, identify one skill, judgment call, or responsibility you can add to make it a development vehicle.
3. Review your last three personnel problems. For each, check whether your response was "replace them" or "what's in the environment producing this." Rewrite your response for at least one still-open issue using the second frame.
4. Ask yourself directly: would your cast get better and stay longer if you served them as well as you serve your Guests? Name one specific way you are not doing that yet.

This week, convert at least one coverage-slot role into a development vehicle and re-diagnose one open personnel problem using curiosity instead of replacement.