3640 The Bench Comes First

People Fieldbook · https://kb.jeffreysummers.com/docs/3640-the-bench-comes-first-2/

The Demand

Before you sign the next lease or commit expansion capital, you answer one question this week: do you have the people to run both locations at standard, simultaneously, without you present. If the answer is no, the real clock on your expansion is how long it takes to develop the leaders you need, not the real estate market.

The Work

Run the bench audit this week.

1. List who could run your current location at full standard for a week without you there. If no name qualifies, that is your starting point.
2. Identify one person worth investing in who is not ready yet. Commit fifteen minutes a day with them, starting this week, for the next sixty days.
3. Create one stretch opportunity inside your current location this week: a task, a decision, or a piece of ownership this person has not held before.
4. If you are actively planning expansion, check your timeline against eighteen months of bench-building, not against when a good space becomes available.

This week, start the fifteen-minutes-a-day investment with one specific person and assign them one stretch responsibility they have not held before.