3660 Rung 2 Operator One

People Fieldbook · https://kb.jeffreysummers.com/docs/3660-rung-2-operator-one-2/

The Demand

This week you name which side you hired and which side you are still running solo, and you audit whether "I can't afford a second hire" is actually [Money] or is [Trust] dressed up as [Money]. If you skip this audit, you will keep blaming the P&L for a problem that is actually you not letting your first hire run their verb.

The Work

1. Write down the exact payroll cost the first hire added and the exact hours it removed from your own week. If the hours removed do not roughly match the cost added, name the gap in writing.
2. List every task you are still doing manually on the hired side that the hire could own. For each one, write the reason you have not handed it off: not ready ([Competence]), or you will not let go ([Ego]).
3. Check the calendar for the next two weeks. If there are shifts where neither you nor the hire is in the building, name who is actually running the shift and whether that person has real authority or is holding the building together informally.
4. Identify one system that was never built at the Solo rung and is now producing friction with your hire. Write the system down. Build it or schedule the build this week.
5. Answer the [Future State] question in writing: what does it look like when both a kitchen manager and a front lead are in place, running their verbs. Then write the one action this week that moves the side you have not hired toward that state.

By Friday, you have a written answer to whether your stall is [Money], [Trust], or [Systems] — and one action taken against whichever one it actually is.