3665 Rung 3 Operator 2

People Fieldbook · https://kb.jeffreysummers.com/docs/3665-rung-3-operator-2-2/

The Demand

This week you stop covering shifts as the default fix and you make every system in the building the business's system, not yours, because if you keep running the Golden Rule — the person who signs the checks does it their way — your leadership layer stays ceremonial and both leads keep leading under your shadow instead of your authority.

The Work

1. Pull the last two weeks of shifts you covered for the kitchen manager or the front lead. For each one, name which of the three cover-shift failures happened: your version of the role was worse than theirs, you ran it your way and the cast noticed the deviation, or you voiced an opinion about how the lead runs it in front of the cast.
2. Before your next cover shift, write down the lead's system for that shift exactly as they run it. Run it their way. Do not deviate.
3. Schedule one Consultative Methodology conversation this week with each lead about a decision inside their domain. You listen to their expertise, you weigh it, you make the final call. You do not make the call and then inform them.
4. Run the team diagnostic this week: on the last week's win or loss, did the operator, kitchen manager, and front lead win or lose together as one team, or did one leg win while another lost? Write the answer down. If a leg won and a leg lost, you do not have a leadership team yet — you have three people sharing a building.
5. Answer the [Future State] question in writing: what does success look like when you are no longer in the building daily and the leadership layer runs it without you overriding.

Before your next shift, commit to running the system the same way your leads run it — no exceptions for the person who signs the checks.