3680 The Consultative Methodology The Only Real Team

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[The Consultative Methodology for Leadership] activates at this rung.

Decisions about each lead's domain are made with the lead, not over them. The operator leads with the leadership team — consults their domain expertise, weighs it, owns the final call. The operator does not lead down to two role leads on every decision. That is a one-person operation with two ceremonial titles attached.

Giving up responsibility at this rung is not abdication. It is strength. The operator who refuses to consult — who runs every decision through their own preference — is the one who is actually weak. They do not trust their own people, their own systems, or themselves to lead without dominating.

The leadership layer is the only real team in the building. Operator, kitchen manager, front lead — wins and losses bound at the outcome. No individual leg wins while another loses.

Everything below the leadership layer is teamwork — coordinated parallel work where wins and losses still attach to individuals. The server has a good night or a bad night. The cook has a clean ticket window or a buried one. They cooperate, but the outcomes are individual. The team is the leadership layer. Everything below it is teamwork.

This distinction matters at Rung 3 because the operator who treats the whole operation as "the team" misapplies leadership principles to teamwork groups — and then uses those principles as guilt levers when shifts go wrong.

The operator's diagnostic question at this rung, run weekly: on the win and loss this week, did we win or lose as a team? Or did one leg win and another lose? If a leg won and a leg lost, there is not a leadership team yet — there are three people sharing a building.