3695 The Identity Problem

People Fieldbook · https://kb.jeffreysummers.com/docs/3695-the-identity-problem-2/

The Demand

This week you confront the question directly — who am I if I'm not the one in the building — because the bench can run without you, and until you build a self that is comfortable with that fact, you will keep manufacturing reasons to stay attached to the daily instead of climbing to 4c.

The Work

1. Write the answer to "who am I if I'm not the one in the building" honestly, in one paragraph. Do not skip this because it feels abstract — it is the actual constraint at this rung.
2. Check whether the climb from 4a to 4b is P&L-justified in your building right now: are role players' verbs being bottlenecked by admin work, does the P&L support a dedicated admin line, and are you actually ready to release more authority. If you are hiring admin because "that's what real operations have" before the P&L supports it, stop — you are reaching for Rung 5 staffing on Rung 4 revenue.
3. Name one decision this week that you would normally make yourself and hand it fully to your kitchen manager or front lead — no check-in, no override.
4. Identify what you are building on the other side of letting go — the next thing that exists outside the building. If nothing exists yet, name the first concrete step toward it this week.

By Friday, hand one real decision to your leadership team with no override, and name in writing what you did with the time that freed up.