3700 Overwatch

People Fieldbook · https://kb.jeffreysummers.com/docs/3700-overwatch-2/

The Demand

This week you run the four overwatch functions — guide, direct, coach roles, grow the business — as scheduled work, not as a byproduct of being physically present, because overwatch that turns into watching cameras and texting leads about service flow is [The Scapegoat Model] running from a distance, not leadership.

The Work

1. Block one session this week where you set direction — where the business is going, what next quarter or next year looks like — and communicate it to your leadership team, not to the stage.
2. Schedule one leadership meeting or coaching conversation this week where you communicate priorities and standards. This happens in a room or a call, not through a text mid-shift.
3. Run one coaching session with your kitchen manager on leading BOH and one with your front lead on leading FOH. Name what each lead needs to develop next.
4. Identify one force-multiplying action this week — new revenue, a new partnership, a new unit, a new concept — and spend real hours on it. This is your daily work now, not an occasional project.
5. Audit yourself: did you second-guess a call from outside the building this week, or watch cameras and intervene. If yes, name it as surveillance, not overwatch, and correct it before the next shift.

This week, replace any camera-watching or mid-shift texting with one guide, one direct, one coach, and one grow action — logged and scheduled.