3700 Overwatch

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

4c is not a bench configuration. It is a posture.

The operator has stepped fully out of the daily. The bench runs the operation. The operator runs the leadership team and the future of the business.

Four functions inside the overwatch posture:

Guides — sets direction. Where the business is going. What the next quarter, year, decade looks like. The operator carries the compass; the leadership team runs against it.

Directs — communicates priorities, expectations, and the standards the leadership team holds. Not on a shift. In leadership meetings, in coaching conversations, in the systems the operator architects.

Coaches roles — develops the leadership team. The kitchen manager gets coached on leading BOH. The front lead gets coached on leading FOH. The shift leads get coached through the leads. The operator's hours are spent making the leadership team better, not running the operation themselves.

Grows the business as a force multiplier — the operator's daily work is multiplication. Every hour should multiply the operation's output, not add to it. New revenue, new partnerships, new units, new concepts — all of it lives at 4c.

Overwatch is not micromanagement from a distance. The operator who watches the cameras, texts the leads about service flow, and second-guesses calls from outside the building is running [The Scapegoat Model] from overwatch. Overwatch is not surveillance. It is leadership.

Overwatch is not absence. The operator at 4c is still present — but presence is purposeful, scheduled, and tied to coaching or strategy work.

Overwatch is not abdication. The operator at 4c has not left. They have stepped up. The accountability for the operation still runs through the operator — but through the leadership team, not around them.