3705 Rung 5 Operator 3 1

People Fieldbook · https://kb.jeffreysummers.com/docs/3705-rung-5-operator-3-1-2/

The Demand

This week you name whether "I can't afford to trust the unit-level leaders to run it my way" reduces to an unbuilt system, an untrained trust muscle, or a moving-target standard — because at this rung the constraint is never bodies, it is the affordability of trust at distance, and until you name which of the three it actually is, Unit 2 stays a satellite of Unit 1 or drifts on its own.

The Work

1. Write down exactly what "my way" means for the standard you are afraid a unit-level leader will not hold. If you cannot write it as a system document — steps, sequence, standard — it is still half in your head, and that is the actual problem, not the leader.
2. Audit your calendar and your communication with Unit 2's leader this week. Are you running Unit 2 through Unit 1's leadership team, are you visiting Unit 2 to keep an eye on things, or are you only contacting the leader when something goes wrong. Name which failure mode you are running.
3. If you are running through Unit 1's team, stop this week: redirect Unit 2's questions to Unit 2's own leader, not Unit 1's kitchen manager or front lead.
4. If you are visiting to hover, cut your visits this week and replace them with a scheduled coaching call instead of a drop-in.
5. If you are running by exception, schedule a standards conversation with the unit-level leader this week that is not about a problem — a coaching cadence, not a correction.
6. Confront the Replication Problem directly: list what made Unit 1 succeed. For each item, mark whether it was system or whether it was you personally. For every item marked "you," write the plan to extract it into system before Unit 2 needs it.
7. Check your calendar for shifts on the stage at any unit. If any exist, the verb is wrong. Replace them with leadership development sessions, system architecture work, or growth work.

By Friday, extract one thing that was you personally at Unit 1 into a written system Unit 2's leader can run without you.