# 3710 The TrustAtDistance Problem

People Fieldbook · https://kb.jeffreysummers.com/docs/3710-the-trustatdistance-problem-2/

## The Demand

This week you identify which of the three Trust-At-Distance failure modes you are running with Unit 2, and you correct it, because a satellite unit, a hovered-over unit, or a unit run by exception all produce the same outcome — a unit-level leader who never actually leads.

## The Work

1. Check whether Unit 1's kitchen manager or front lead is answering questions for Unit 2's equivalent role this week. If so, stop it — redirect the question back to Unit 2's leader and let them work it out with their own team.
2. Count your visits to Unit 2 this week. If you are there more than a scheduled coaching cadence requires, cut the extra visits. Note whether Unit 1 has drifted from your attention being pulled to Unit 2, and correct that too.
3. Review your last month of contact with Unit 2's leader. If every conversation started with "why did this happen," you are running by exception. Schedule one proactive standards or coaching conversation this week that is not tied to a problem.
4. Name one decision this week that belongs to Unit 2's leader and let them make it without your input, even if you would have made it differently.

This week, pick the one failure mode you are running and replace it with one concrete corrective action logged against Unit 2's leader.