3715 The Replication Problem

People Book · https://kb.jeffreysummers.com/docs/3715-the-replication-problem/

The first unit ran on a leadership team the operator built over years. The second unit needs a leadership team the operator builds in months. The first unit ran on systems the operator pressure-tested by being there daily. The second unit needs systems that hold without the operator's daily presence.

Replication is not copy-paste. It is the operator confronting which parts of Unit 1's success were the system and which parts were the operator. The parts that were the operator do not replicate. Those have to be rebuilt as system before Unit 2 has a chance.

The operator who skips this confrontation builds Unit 2 as a clone of Unit 1 — and discovers six months in that what made Unit 1 work was something the operator was doing personally that no one ever named or systematized. The unit fails not because the model is wrong but because the model was never fully extracted from the operator.

This confrontation is the real work of Rung 5. Not finding the location. Not signing the lease. Not hiring the team. Extracting what the operator was doing personally and turning it into system before the second door opens.