3725 The Human Line

People Fieldbook · https://kb.jeffreysummers.com/docs/3725-the-human-line-2/

The Demand

Before your next labor cut, you name exactly what relational capacity goes with it, because every reduction in the human line is a reduction in the operation's capacity to produce the relational experience that converts a Guest into a regular — and if you cannot name what you are cutting, you do not yet understand the trade you are making.

The Work

1. Before any labor reduction this week, list the specific relational work the cut position performs: reading the table, recognizing the regular, holding the difficult moment. Write it down by name, not by category.
2. Check your most recently trimmed training budget line. Name the specific capability that training would have built and whether the operation's price point still justifies itself without it.
3. Identify any shift currently running understaffed. Name whether the Connection Floor is holding on that shift or whether it is being quietly abandoned.
4. Instead of defaulting to a cut this week, run the casting alternative: identify fewer cast members who can do more of the relational work, and name the training investment required to hold them to the Connection Floor on every shift.
5. If a cut is unavoidable this week, write the full trade in one sentence: what margin is gained, and what relational capacity, E address, and Guest loyalty is given up in return.

Before the next labor decision, write the relational capacity cost on paper before you write the dollar savings.