3745 The Cast That Catches Errors Before They Reach the Guest

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The server who catches the wrong plate before it hits the table. The host who notices a seating error before the Guest sits down in the wrong section. The cast member who sees a peer's miss and steps in before it becomes a Guest problem. The Lead who reads the kitchen falling behind and adjusts the floor before the Guests start looking around.

That is [Embedded Repair] running in the People fundamental — the cast's collective capacity to detect, surface, and correct errors before they compound. Not a management function. A cast function. The building that relies entirely on the Lead to catch every miss has a single point of failure. The building where the cast catches errors laterally has distributed repair built into every position.

The human power behind this: psychological safety. The research is unambiguous — high-performing teams don't make fewer mistakes. They reveal them sooner. When cast members feel safe surfacing errors — their own and their peers' — recovery happens before compounding. When cast members hide errors because the cost of disclosure exceeds the cost of concealment, the errors compound until they become Guest problems.

[Social Friction] kills the repair reflex. The cast member who watches a peer miss the standard and says nothing has made a rational calculation in a high-friction environment. The cost of speaking up exceeded the benefit. The [Embedded Repair] discipline is reducing that friction enough that the repair reflex runs automatically — not because cast members are ordered to catch each other's errors, but because the environment made surfacing them the obvious move.

The People discipline: build the repair reflex through practice before the pressure requires it. The pre-shift that names one likely failure mode and asks the cast how they would handle it. The post-shift that celebrates a specific recovery — "tonight Sarah caught the kitchen error before it hit table 12 and that is exactly what we do here." The one-on-one that treats error disclosure as a sign of engagement, not weakness.