3750 The Cast That Stopped Surfacing What They See

People Fieldbook · https://kb.jeffreysummers.com/docs/3750-the-cast-that-stopped-surfacing-what-they-see-2/

The Demand

This week you design the mechanism that makes surfacing observations cheaper than staying quiet, because the cast already knows which tables are difficult, which menu items draw complaints, which cast members are struggling, and which vendor deliveries are substandard — and they are not telling you, because [Activity Crowding] and [Social Friction] have made silence the rational choice.

The Work

1. Run one genuine one-on-one this week with a cast member and ask directly: what are you seeing that I should know about. Then listen without defending, explaining, or correcting.
2. Add one question to this week's pre-shift that surfaces one observation from the last shift before covering tonight's focus. Make it a standing structure, not a one-time ask.
3. Track what happens after a cast member answers honestly this week. If anything punitive or dismissive happens in response, correct it immediately — that response is what teaches the next cast member to stay quiet.
4. Name one piece of intelligence you learned this week that you would not have known without asking directly. Act on it visibly so the cast sees their input produce a change.

By Friday, run one real one-on-one asking what the cast member sees that you should know, and act on at least one thing they tell you.