3755 The Cast Who Cant Tell You

People Fieldbook · https://kb.jeffreysummers.com/docs/3755-the-cast-who-cant-tell-you-2/

The Demand

This week you find out whether your building punishes bad news, because the cast member who sees a problem and says nothing is not indifferent — they have run the math on what honesty costs in your building and decided it costs too much, and you have designed that outcome even if you never meant to.

The Work

1. Recall the last time a cast member brought you bad news — a mistake, a Guest complaint, a problem with a peer. Write down exactly what happened to them afterward. If the honest answer is discomfort, blame, or consequence, that is the signal the rest of the cast received too.
2. This week, actively solicit one piece of bad news from a cast member directly: ask what went wrong on a recent shift that never got reported. Respond without defensiveness or blame, regardless of what you hear.
3. Check whether your stated rules match your lived rules. Pick one stated standard and verify whether it is actually enforced the same way for everyone, including you.
4. Name one place in your operation right now where the [Experiential Loop] is running on incomplete intelligence — a host pacing the door without knowing the kitchen is backed up, a server missing table 12's problem. Trace it back to information that did not get surfaced.
5. Fix the structural gap this week, not the individual instance: create one specific, low-friction channel for surfacing bad news before the next shift, and use it yourself to demonstrate it is safe.

By the next shift, solicit one piece of bad news directly and respond to it without punishing the messenger.