Filing Bias

The Operator's Dictionary · https://kb.jeffreysummers.com/docs/filing-bias/

Definition

The way geography -- sprawl versus density, drive versus walk, highway versus street grid -- biases which road a new operation takes before the operator ever makes a conscious choice. Market shape selects the road; the operator only chooses within the menu the geography already constrained.

Explanation

This is a humbling term for any operator who thinks the road they're on was fully their own decision. A restaurant filed in a drive-dominant, highway-adjacent geography is already pulled toward transactional patterns -- speed, convenience, turnover -- before a single menu item is written, because the physical shape of how Guests arrive sets the terms of what kind of experience is even possible to deliver at volume. A restaurant filed in a dense, walkable grid has more Road 2 room available to it by default, not because the operator there is wiser, but because the geography doesn't punish slowing down the same way.

The point isn't that geography is destiny. It's that an operator who doesn't name the bias will mistake the terrain's pull for their own preference, and build a Road 1 operation while believing they chose it freely. Naming [Filing Bias] restores the choice: know what the ground is already pulling you toward, then decide on purpose whether to follow it or build against it.