Two Role-Design Logics

The Operator's Dictionary · https://kb.jeffreysummers.com/docs/two-role-design-logics/

Definition

Two distinct logics for designing roles in the operation. Finished-role cast: scope is defined, transferred, closed, and monitored for drift. Calibration cast: the role is deliberately not finished -- the deliverable is presence in motion, not execution, and tenure is short and known in advance.

Explanation

Most role design in restaurants assumes only one logic -- the finished-role model, where a job description defines a fixed scope, that scope gets transferred to the hire through training, the role is then treated as closed, and management's job going forward is monitoring for drift back away from the defined scope. [Two Role-Design Logics] names a second, deliberately different logic that exists alongside it: calibration cast, where the role is built to be unfinished on purpose.

A calibration hire -- the [Grizzled Veteran] is the named example -- isn't brought in to fill a fixed, closed scope. The deliverable is presence in motion: the influence the person has on everyone around them while actively doing the job, not a specific finished set of tasks executed to a stable standard. Tenure for this role is short and known from the start, which changes the entire management relationship -- there's no drift to monitor because the role was never meant to stabilize into a fixed scope in the first place.

Treating both logics as the same kind of role design is a category error that costs operators real value. An operator trying to manage a calibration hire with finished-role tools -- writing a job description, expecting long tenure, monitoring for scope drift -- misses the entire point of what that hire was for. The [Hemingway Test] names the correct posture toward calibration cast specifically because it assumes short tenure as the known cost from the outset, rather than treating departure as an unexpected failure of retention.