How To Use The Dictionary

Where To Start · https://jeffreysummers.com/docs/how-to-use-the-dictionary/

The Dictionary holds hundreds of defined terms and it is the load-bearing part of my framework, not a glossary bolted onto the back of it.

Why The Vocabulary Matters

You cannot fix what you cannot name. Most of what goes wrong in restaurants goes wrong invisibly, because the operator has no word for the mechanism doing the damage and therefore reads it as bad luck, a bad hire, a bad month or a hard industry.

Naming a mechanism precisely does two things. It makes the mechanism visible in your own operation, and it makes it arguable — with your partner, with your leads, with yourself at two in the morning. Loose language produces loose decisions.

How Each Entry Is Built

Every entry runs the same nine sections, in the same order, every time: what the term is, how the mechanism works, what it is not, the tests you can run to detect it, where it sits in the framework, what it connects to, why it matters, what changes in how you operate, and what you do about it tomorrow.

The sections you will use most are the diagnostic tests and the last one. The tests are real moves you run against your own operation. The last section is the one shift out.

How To Read It

Do not read it through. Look terms up when you hit them bracketed in the books, or when you are trying to name something happening in your operation that you do not have a word for.

Read the distinctions carefully. Half the work of each entry is separating the term from the adjacent term operators collapse it into. Service is not hospitality. Eating is not dining. A Customer is not a Guest. Those distinctions look like word games until you watch what happens to an operation that has quietly merged them.

Where It Lives

All of it, open and free, at the Knowledge Base. Every term is dated, which means you can check when I took a position and whether I have held it.

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