If You Only Read One Thing

Where To Start · https://jeffreysummers.com/docs/if-you-only-read-one-thing/

Some of you are not going to read seven books, and I would rather you leave with one thing that changes Tuesday than a reading list you never open.

Here It Is

Your operation is producing exactly what it is built to produce. Not what you intend, not what you say in your marketing, not what you believe about yourself — what it is architecturally built to produce. If you are not getting the result you want, the operation was not designed to produce it, and no amount of working harder inside that design will change the output.

That is the whole framework compressed. Everything else is the detail of how to find the specific place where your architecture and your intention have come apart.

Why This Is Not Motivational

Because it removes the explanation most operators are running on. The industry is hard, margins are thin, nobody wants to work, the Guests have changed, delivery took the margin. All of that is true, and none of it explains why the operation two miles away with the same conditions is compounding while yours is grinding.

Conditions are the terrain. Architecture is what you built to run on it. Those are different problems and only one of them is yours.

The One Move

Take one result you are unhappy with — cast turnover, a dead daypart, a margin that will not hold, Guests who come once and never return. Then stop asking why it is happening and ask what in your operation is built to produce it. Pricing, staffing model, training, what gets measured, what gets rewarded, what gets tolerated.

Something in there is producing that result reliably. Find it and you are doing the work. Do not find it and you will be managing that same symptom in five years.

If You Want More Than One Thing

Take The Operator's Assessment, which does the finding for you, or read the Knowledge Base, which is all of it and all free. Or talk to me and I will do the read on your operation directly.

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