Off-The-Shelf Training & The Monthly Platform

Tools For Operators · https://jeffreysummers.com/docs/off-the-shelf-training-the-monthly-platform/

A library of modules. Food safety, harassment prevention, upselling, wine basics, dealing with a difficult Guest, twelve minutes each, quiz at the end, completion tracked on a dashboard. Priced per person per month, forever.

The operator buys it because training is real work he has not been doing, and the platform is the first thing anybody has offered him that looks like training. What he has actually bought is somebody else's standard, installed in his cast, on a subscription.

What Training Actually Is

Training is how a standard gets into a person.

That is the whole definition, and it explains everything on this page. Whatever the training says is what your cast will do. So the question is never how good the training is. The question is whose standard is inside it.

The inference: **your cast needs training; this is training; therefore this is what your cast needs.**

The middle term is the swap. What the platform contains is training toward a generic standard, and generic is the only kind that can be sold to a thousand operations, because anything specific to one building is worthless in the other nine hundred and ninety-nine.

The Split That Makes This Easy

Not all of it is the same, and the line between the two halves is clean.

Facts and compliance. Hold temperatures, cooling times, allergen handling, code, wage law, harassment law, safe lifting, knife handling. Nobody's operation gets a vote on any of it. The content is identical everywhere because the underlying fact is identical everywhere. Buy this freely, buy the cheapest competent version, and let the platform track completion -- that is

genuinely what it is good at, and the tracking has real value the day an inspector or a lawyer asks.

Standard and judgment. How a table gets read. What a greet is here. When a cast member is allowed to fix something without asking. What a recovery looks like. What pace means in your room. How your product gets presented and why. What this operation is chosen for and how each person on shift contributes to it.

None of the second category can be bought, because all of it is your ruling. A module teaching the second category is teaching a ruling drawn against a building nobody in your operation has ever been in.

Every operator who buys a platform buys both halves and gets billed for both. The half that was worth buying is the cheap half.

Six Ways The Second Half Costs You

Your standard never gets written. The platform arrives and the box gets checked. Training exists now. The work of ruling what this operation does and putting it into words never happens, and the operator does not notice the absence because the dashboard shows ninety-four percent completion.

Your cast learns a script that contradicts your room. The module teaches a greet, a suggestive sell, a recovery formula. Your ruling says something different. Your cast runs whatever they were tested on, because that is what got scored.

Capability stops at the module's ceiling. Generic training aims at the middle of the industry. A cast trained to that ceiling produces a middle-of-the-industry operation, which is the exact thing you were trying not to be.

The authority question never gets answered. The hardest and most valuable thing in training is telling a cast member what he is allowed to decide on his own. No purchased module can say, because authority is a structural decision about your operation. So it goes unanswered, and your cast asks permission for things they should be fixing.

Your best people stop developing. The twelve-year kitchen manager and the lead who owns the stage are the two people who could actually teach in your building. A platform makes their knowledge invisible and unbilled, and knowledge nobody is asked for eventually walks out the door.

The rent never stops. Per person, per month, forever, on content that does not change and was never yours. And the day you cancel, whatever standard your cast had is gone with it, because it was never written down anywhere you own.

What Replaces It

Rule the standard first, in writing, in your words. One area at a time. Here is the standard, here is why, in this building. Short enough that your lead can state it without looking it up. This is the part only you can do and it is the part the platform sold you out of doing.

Name the authority with the standard. What this person can fix, decide, comp, or change without asking. Put it next to the standard, because a standard without authority is a wish.

Teach it in the building, at the hour it matters. The stage at six-forty-five teaches more in ten minutes than a module does in an hour, because the Guest is real and the consequence is immediate.

Make your senior people the teachers, and pay them for it. The kitchen manager owns station training. The lead owns the table standard. Put it in their position description, pay it, and now you have a teaching structure that gets stronger as those people do instead of one that walks out with them.

Buy hands, not rulings. Pay somebody to draft, format, film, and organize your training. That is labor and it is worth buying. What goes into it is yours.

Buy the compliance library and nothing else. Cheapest competent version, tracking turned on, done. That is the whole legitimate purchase.

Test in the building, not on a quiz. Can the cast member state the standard, and does it hold on a Friday with you out of the building. Nothing else counts as evidence that training happened.

What Changes Tomorrow

Pull the module list from whatever platform you pay for and put every item in one of two columns: facts and compliance, or standard and judgment.

Add up what you are paying per month, then look at what portion of that list is in the second column. That is the size of the mistake, stated in dollars per month, and for most operations it is the majority of the bill.

Then take one item out of the second column -- the greet, the table read, the recovery, whatever is most consequential in your room -- and rule it yourself this week. Write it in your words, name what authority comes with it, and hand it to the person who runs it.

Watch it for a week. If it holds on a Friday with you out of the building, you have just replaced a purchased module with your own standard, and it cost you nothing per person per month.

Then do the next one.

Digging Deeper

Every term in my framework lives in the Knowledge Base: kb.jeffreysummers.com

Terms used here: [Sameness Machine], [Default Architecture], [Designed Architecture], [Default Gravity], [Vendor Capture], [Authority To Execute], [Constraint Inheritance], [Cast Contract], [Ordinary By Design], [Safest Mediocre Execution], [Connection Floor], [People Constraint], [Constraint Architecture], [Constraint Inheritance]

More of my work on this, all of it in the Knowledge Base:

- 127 Every Direction Is A Curriculum -- you are training whether you bought a program or not
- 3295 What Culture Actually Is -- what the program cannot install
- 3100 The Four A's Of Employee Engagement -- the structure underneath
- 3675 The Golden Rule Problem -- why the generic standard fails at the table
- 3610 Leading People Vs Using Them -- the distinction the platform erases
- 3755 The Cast Who Can't Tell You -- what a completion rate hides

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