What Do You Need From Me

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Four things, and none of them are optional.

The Numbers, Unedited

The P&L, the sales mix, the labor detail, the invoices. Not the cleaned-up version and not the version that explains itself. Lagging numbers are still strategic -- they decide menu mix funding, where you cut or invest or hold, which vendor gets renegotiated, which daypart gets killed -- and I cannot set next period's plan off a number that has been tidied.

Access To The Building

The stage during a real shift, the kitchen under pressure, the cast doing the work without being told an evaluation is happening. An operation performs differently when it knows it is being read, and the version that performs for me is the version I cannot use.

Your Own Honest Read

The typical Tuesday, not the version you are working toward. This is the hardest of the four, because every operator has a story he tells himself about what is holding the operation, and the story is usually a defense of something. I am not there to grade you. I am there to name what is true, and I cannot do that against a description that has already been edited.

Authority And Time

Someone in the room has to be able to decide. If the person who can authorize change is not part of the work, the read produces a diagnosis nobody can act on. And the work takes your attention -- not all of it, but real hours, in periods, not squeezed into whatever is left after close.

What I bring in return is the framework, the read, the architecture, and access to specialized expertise through a network built over four decades. What I do not bring is the effort inside your operation. That part cannot be bought.

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