What I Will Not Do

About Me & My Work · https://jeffreysummers.com/docs/what-i-will-not-do/

A practice is defined as much by its refusals as by its offerings. Mine are published so you never have to discover them mid-engagement.

I Will Not Work For Franchisors

I work for franchisees. I do not work for the other side of that table, and the reasoning is a full published argument rather than a preference: Why I Won't Work For Franchisors.

The short version is that the operator carries the risk and the franchisor collects, and I am not going to point my framework at operators on behalf of a party that does not carry operating risk.

I Will Not Take Equity Or Trade

Equity makes my read dependent on the answer coming out a particular way, and an honest read is the only thing I actually sell. Trade replaces a scoped fee with a favor, and favors do not survive the moment I tell you something you do not want to hear. Full reasoning at Do You Take Equity Or Trade.

I Will Not Reach A Conclusion You Ordered

Not in an engagement, not in a workshop, and not in expert work. If the read does not support what you were hoping for, that is what you are going to hear. If you need a predetermined answer you will have no trouble finding someone to supply it.

I Will Not Name Operators Or Outlets

I prosecute patterns, not people. I do not comment publicly on individual operations or brands, and I do not name publications or authors when I am taking apart something they published. The pattern is the story. That holds across Hacksterism and everything else I publish, and it is why what you tell me in an engagement stays there.

I Will Not Sell You A System

No binder, no certification, no seven-step program, no cast-level training modules. Your operation is producing what it is built to produce, and a program installed on top of a broken architecture produces a broken architecture with a program on it.

Who This Is Not For

Operators looking for validation, operators who want the answer to be the market, and operators who are not willing to change anything. See Who This Is Not For.

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