# Which Door Is Yours

Where To Start · https://jeffreysummers.com/docs/which-door-is-yours/

Operators arrive here from four very different situations, and the right starting point is different for each one.

## You Run One Independent Operation

You are the whole management structure, which means every gap in the operation is competing for the same attention. Start with The Operator's Assessment and read Perspective first, because the single highest-leverage thing available to a one-operation owner is a corrected read of what is actually binding.

What usually turns out to be true: the thing you have been working hardest on is not the thing holding the operation back.

## You Are A Franchisee

You are operating inside someone else's operating manual, which constrains what you can change but constrains it far less than most franchisees assume. The work is finding which of your constraints are contractual and which you have simply inherited as habit. Those are not the same list, and almost nobody separates them.

Read my position on the franchise relationship before we talk, because it is blunt: Why I Won't Work For Franchisors. I work for franchisees. I do not work for the other side of that table.

## You Run Multiple Units

Your problem is rarely any single operation and almost always the architecture between them — what is standardized, what is delegated, and which leads actually carry the operating read versus which ones execute a checklist. Multi-unit operations do not fail at the unit level. They fail at the layer that was supposed to hold the units together.

Start with the assessment, then read Performance and People. The gap is usually a lead bench that was never designed.

## You Are Opening Something

You are at the only point where the architecture can be chosen instead of repaired, and it is the cheapest read you will ever buy. Every constraint I get called about later was installed before the doors opened. Before anything else, decide which road you are on, because a transactional operation and a relational one are different machines all the way down.

See Do You Do Openings And Pre-Opening Work for how that engagement runs.

## None Of These

If you are a supplier, an investor, an operator in an adjacent category, or someone who just wants to argue with the framework, read the Knowledge Base and reach out. Every position I hold is published and dated, so you can check the work before you call.

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