

Cannabis Executives: Your Plant Visits Might Be Lying to You

Not intentionally... but structurally.

The Problem

Here's what typically happens:

- You schedule a visit
- The plant shifts into **“show mode”**

Suddenly:

- Floors are cleaner
- Processes are tighter
- Answers are polished

Everything looks... perfect.

But:

It's not real.

The Agitation

When operations perform for leadership instead of operating normally:

- You don't see risk
- You don't see gaps
- You don't see truth

Instead:

You see a curated version of reality.

The Consequence

This leads to:

- ? The wrong root cause
- ? The wrong investments

- ? The wrong priorities

In cannabis—where:

- Margins are tight
- Compliance is unforgiving
- Safety is critical

This becomes a dangerous blind spot.

The Hidden Truth

The real issues don't show up during tours.

They exist in:

- Day-to-day operations
- Normal working conditions
- Unfiltered employee behavior

Not in staged environments.

The Shift

High-performing operators are changing how they show up.

They follow a simple framework:

Pause. Consider. Act.

- **Pause** ? Get clear on *why* you're there (not just that you're there)
- **Consider** ? Understand how your presence changes behavior
- **Act** ? Set the tone:
 - "I'm here to learn, not judge"

Ask Better Questions

The biggest shift?

Ask questions that reveal reality:

- "What's actually getting in your way?"
- "What would make this safer?"
- "What do leaders not understand?"

That's where the truth lives.

The Bottom Line

A plant visit isn't about optics.

It's about visibility.

If every visit ends with:

“Everything looks great...”

Then:

You're not seeing the operation.

You're seeing a performance.

Closing

At **Cannabis Risk Manager**, we help cannabis operators:

- Bridge the gap between leadership and the floor
- Create real operational visibility
- Strengthen safety culture

Improve decision-making

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