

Kitchen and Restaurant: The Pass Is a Conversation

My handling, and a warning: half of the people who do this exercise fail it by winning the argument. At the pass, zero dispute: “Heard — remaking it now.” The plate is remade or reheated immediately, because while the kitchen and the floor debate who is right, there’s a guest with no dinner looking at the door. During service, only the solution exists — the lesson’s golden rule, applied in the heat of the moment.

After service — within the scheduled working day, never on personal time — and with the kitchen cold, the real conversation — and with data, not pride: did the plate wait at the pass? Was the table on a windy terrace? Does the guest call “cold” what is merely warm? Each answer fixes something different: the floor’s pickup, plating for outdoor tables or the information on the order. The returned plate was a piece of data disguised as an affront.

And the detail that defines teams: when the remade plate goes out, it goes out without a message — no “let’s see if it’s right this time,” no long face from the server. The plate goes out speaking well of everyone. The guest must never find out that their dinner was, for ninety seconds, a diplomatic incident.