

The Delicate Incident: Alcohol, Conflict, Emergency

My sequence. First, remove the fuel: the audience. I approach within his field of vision — never from behind — speaking quietly, using his name if the bartender gives it to me: “Mr. Torres, would you come with me for a moment? Let me offer you something more relaxed, just next door.” Getting him off the stage is half of the de-escalation: without spectators, almost nobody needs to win.

Second, the conversation away from others: a calm tone, zero lecturing (“you’ve had a lot to drink” only inflames things), dignified options — “I’ll walk you to your room” or “I’ll get you something to eat somewhere quiet.” The bartender, coordinated with a glance, has already cut off alcohol service gracefully (lesson 24: quietly and with an alternative). If he accepts any of the dignified ways out, we all win and tomorrow nothing will have happened — and that is success, exactly that: that tomorrow he has breakfast without embarrassment and without a complaint.

And if it escalates: the minimum containment necessary, never alone, an immediate alert through the channel to the person in charge — and to medical assistance or the authorities if there is real risk — and never an avoidable struggle or a hand-to-hand fight out of pride. Third, always, calm or not: the record in the authorized channel — time, objective facts, the strictly necessary data, action taken; with access restricted on a need-to-know basis, a retention period documented in the protocol and secure deletion when it expires. A well-recorded incident protects the guest, the hotel and, above all, you. What wasn’t written down, someone else will write tomorrow — their own way.