

The Briefing and the Handover: Information Is Service

My briefing for a critical day, in the order that pays off: first the people (two minutes) — today's sensitive arrivals, the group with its time and its protocol, the guests with an open story (yesterday's complaint, the anniversary — and safety alerts, such as an allergy, checked in the authorized system and communicated only to those involved in that service). Second, operations (two minutes): the open breakdown with its real status and its plan ("214 without air-conditioning; part at 12 noon; until then, a fan and honesty"), the tight room count, the extra hands. And third, ONE focus for the day — just one: "today, with the group arriving, nobody waits without being seen." A briefing with seven priorities has none.

The 4-minute handover, with a fixed structure so nothing gets lost: minute one, what's open (live cases with an owner and a status); minute two, what's been promised (every commitment to a guest and its time — a promise is a debt of the hotel, not of the shift); minute three, what's odd (what doesn't add up, what to keep an eye on); minute four, questions. And the essentials in writing: a spoken handover evaporates; a written one protects.

The rule that governs it all: the incoming shift inherits guests, not someone else's problems — "that was on the previous shift" is the forbidden sentence of the craft. For Mr. Díaz there is only one hotel, and he doesn't care who was on duty when they promised to call him. It should ring a bell from lesson 3 — in front of the guest, we are one, across shifts too; and on the inside, you report, you record and you correct the cause through the appropriate channel, without looking for culprits in the corridor.