

Your Plan for the Next Twelve Months

At the beginning I asked you for a sentence about why you wanted to do this work. Now that sentence must become a plan: an honest starting point, a measurable goal and three actions with dates. What you've learned so far stops being a syllabus when it goes into your calendar.

I'm leaving you three assignments. One: really do the lesson 48 plan — half a page, today, not “when I can”; in six months, read it again and adjust. Two: choose one lesson — just one — and make it your specialty until you carry it out better than anyone in your hotel; that's how reputations are built, one at a time. And three: if this school was useful to you, pass it on to someone who is just starting out. This training travels from hand to hand or it doesn't travel at all.

And the journey continues with an extra series of five lessons that complete the map: SELLING IS SERVING. The table that recommends the day's specials and the off-menu wine, the cocktail bar that creates to measure, the spa that accompanies responsibly, the impeccable appearance that sells without a word and the five-star incident that rebuilds trust. We start next.

Make your lesson 48 plan today — and I'll see you in the first lesson of the extra series. — Daniel