



IN FRONT OF THE GUEST · SEASON 1 · MODULE 10: ENTERTAINMENT · LESSON 36

The Face of the Hotel, All Day Long

Joy is also served à la carte.

In five lines

The entertainment host is the employee who spends the most hours in front of the guest — from the morning activity to the evening show — and that makes them the most visible face of the hotel: their energy, their manner and their judgment weigh on the experience as much as the room or the food. Their craft has two engines that seem contradictory and aren't: managed energy (enthusiasm is a professional resource you administer, not a mood you suffer) and a fine reading of who wants it and who doesn't — because joy, like everything in this school, is also served à la carte.

The script, step by step

- 1. Invite, don't force.** The invitation to take part is made with energy and withdrawn with elegance: a "Want to join in? — no pressure" and, if the answer is no, a smile and the way left clear. The guest who said no today, if they were respected, is the one who signs up on their own tomorrow. The one who was chased doesn't even come back to the pool.
- 2. Read the bubble in swimwear too.** The open book, the headphones, the couple in their own world, the nap in the sun: the signals from lesson 19 apply at the pool just as they do in the lobby. Quality entertainment shows as much in the activities it organizes as in the loungers it knows to leave in peace.
- 3. Warmth without overfamiliarity.** The entertainment host lives on the most slippery ground of guest contact: humor, play, daily contact. The professional boundary is the usual one — the guest sets the familiarity, you guarantee the respect: no jokes that single anyone out, no nicknames nobody asked for, no physical contact beyond what the activity requires and the guest consents to.
- 4. Energy is managed.** Nobody can — or should — be up for an entire working day, and there's no need to be: you dose it by moments (maximum during activities, calm in transitions), lean on the team through rotations and real breaks, and protect it with the judgment of lesson 45, which is still to come — speak up in time rather than keep up a false front: the 10:00 p.m. guest deserves the same entertainment host as the 10:00 a.m. guest.

With limited resources: how to hold the standard

If you don't have...	How to hold the standard
Entertainment equipment or facilities	The program is built on what can't be bought: classic games, tournaments with whatever is available, workshops in what the team genuinely knows how to do. Memorable entertainment was never the equipment: it was the person.
Team (a solo entertainment host)	Fewer activities, better chosen and at peak-audience hours — and the rest of the time, presence and personal attention: the entertainment host who greets half the pool by name is entertaining even without a microphone.

In front of the guest

DO	DON'T	NEVER
Learn names and use them. Invite with energy and accept a no with the same smile. Give each guest the amount of attention they ask for.	Single out or ridicule the guest who doesn't take part ("Come on, sleepyhead!"). Monopolize the friendly ones and forget the quiet ones.	Humor at a guest's expense: twenty people laughing doesn't pay for one person's humiliation. And no physical contact or joke the guest hasn't clearly invited — when in doubt, distance and respect.

Common mistakes

- ◆ Confusing volume with energy: a loud microphone doesn't liven anyone up — connection does.
- ◆ Measuring success only by participants: the guest who didn't play but enjoyed watching you is your audience too.
- ◆ Letting the mask slip between activities: the entertainment host complaining in the corridors contradicts their own show — the consistency of lesson 18, in a tracksuit.
- ◆ Repeating the program without reading that week's audience: every week the hotel is a different hotel — the program adapts or it dies.

THE GOLDEN RULE

“Joy is also served à la carte.”

This lesson's exercise

Two guests, the same day: one doesn't want to take part in anything and the other won't let go of you and wants to monopolize you in every activity. Write how you handle both without failing either — what you say, what you do, where you set the limits. In the answer that follows, I share my version.