



IN FRONT OF THE GUEST · SEASON 1 · MODULE 13: THE TEAM, THE SHIFT AND QUALITY · LESSON 46

Your Work Writes the Reviews

*Quality isn't a department:
it's the memory you leave behind.*

In five lines

Every interaction today is tomorrow's review: the reservation that comes in next month is born of the gesture someone made — or didn't make — this afternoon. That is the whole chain of the business, told without jargon: the way you treat guests creates their memory; their memory writes the review; the review sets the reputation; and the reputation fills or empties the hotel where you work. That is why quality is not a department that audits: it is the sum of the memories each job leaves behind. And it comes with a personal reward almost nobody tells you about: your name in a positive review is the best résumé there is — verifiable, public and written by a stranger.

The script, step by step

- 1. Understand the whole chain.** Gesture → memory → review → reputation → occupancy → your paycheck and your future. It isn't a metaphor: it's the industry's real accounting. The day a professional sees the whole chain, they stop "putting in their shift" and start building their hotel — and their career.
- 2. Craft moments with a signature.** Reviews that name employees are always born the same way: someone solved, anticipated or brightened something specific AND could be identified — they gave their name, as you have been learning since lesson 5. Excellent anonymous service is appreciated; excellent service with a name gets written about.
- 3. A negative review is read without getting defensive.** When it comes — and it will — the team reads it the way it read complaints in lesson 41: without "the thing is," looking for the fact. Behind the occasional exaggeration there is almost always a real process failure; the team that catches it and corrects it has just turned public criticism into free training.
- 4. Reputation is also looked after from the inside.** What you say about the hotel on the street, on your social media, at the family dinner table, also writes its reputation — and yours. The professional who speaks badly of their own house is telling the world how they will speak of the next one.

With limited resources: how to hold the standard

If you don't have...	How to hold the standard
A formal quality program or surveys	Handcrafted quality works just the same: the honest question at check-out (lesson 8), the two-hour check (lesson 17) and the briefing that gathers what has been learned. Tools measure quality; they don't make it — you do.

In front of the guest

DO	DON'T	NEVER
Serve every interaction knowing it is tomorrow's review. Give your name at the moments that matter.	Pressure guests for a review or beg for it ("if you enjoyed it, you know, five stars"): a begged-for review is worth less, and it always shows.	Respond to criticism — in person or on social media — with sarcasm or resentment. And never fake reputation (commissioned reviews, pressure on guests): the shortcut that destroys exactly what it claims to build.

Common mistakes

- ◆ Believing reputation is managed by marketing: marketing communicates it — this afternoon's shift makes it.
- ◆ Working for the review and not for the guest: it shows, it's cloying and it backfires. The review is the consequence, not the goal.
- ◆ Ignoring reviews out of self-defense ("only angry people write"): the people who write are the ones who felt something — and both extremes are giving you the map.
- ◆ Not celebrating the review that names a colleague: read it out at the briefing, with their name and a round of applause. What gets celebrated gets repeated — that's how culture is built.

THE GOLDEN RULE

**"Quality isn't a department:
it's the memory you leave behind."**

This lesson's exercise

Find (or imagine in detail) a review that mentions an employee by name. Take the moment apart: what exactly they did, which ingredients of this school you recognize (the name, anticipation, follow-up, magic) and what would have to happen in your job tomorrow for that review to be about you. In the answer that follows, I share my analysis — and we begin the final module: Your Career.