



IN FRONT OF THE GUEST · SEASON 1 · MODULE 14: YOUR CAREER · LESSON 47

How You Really Get Promoted in a Hotel

*Promotions are decided months before
they're announced.*

In five lines

Let me tell you a secret from the general manager's office: when a promotion is announced, the decision was made months ago. It was made by watching who arrived on time when nobody was looking, who treated a colleague as well as the boss, who solved problems without seeking applause, who acted exactly the same with the general manager present as without. We general managers don't promote whoever asks the most: we promote whoever already works like the position above — because a promotion isn't a reward for the past, it's a bet on the future, and we bet on what we have seen. This lesson teaches you to be visible for the right reasons, and to talk about your work the way people who grow do.

The script, step by step

- 1. The four pillars we look at.** Reliability (your work gets done, always, without anyone chasing you), attitude toward colleagues (how you treat those below and beside you weighs more than how you treat those above — it says who you really are), hunger to learn (the one who asks, volunteers and gets trained) and behavior without witnesses: how you act when you think nobody is watching is exactly who you will be with power.
- 2. Make yourself visible without making noise.** Constant self-promotion subtracts; constant excellence adds up on its own — but it needs two legitimate boosts: volunteer for what nobody wants (the difficult shift, the new project, the thankless task you learn from) and let your results have data (lesson 46 taught you that your name in reviews is a public résumé).
- 3. Tell your achievements with structure.** In your performance review, in the interview or in the corridor: situation → action → result. Not “I work really well in the Front Office,” but “when the system went down in August (situation), I set up registration on paper and coordinated with Housekeeping (action) and no guest waited more than ten minutes (result).” Three sentences, zero hot air, guaranteed to be remembered.
- 4. Ask for the map, not the promotion.** The career conversation with your manager isn't “I want to move up”: it's “what do I need to demonstrate to be ready when there's an opportunity?” — and then demonstrating it. That question puts you on the general manager's mental list that very day; demanding without merit takes you off it.

With limited resources: how to hold the standard

If you don't have...	How to hold the standard
Promotion opportunities in your hotel	The honest plan B: train and build yourself a portable track record (your results with data, your reviews with your name, your training — this school included) so that opportunity, inside or outside, finds you ready. A hotel's ceiling is not the ceiling of a career.

In front of the guest

DO	DON'T	NEVER
Treat every guest and every colleague as if the general manager were right there — because that, exactly, is what the reports you never see are made of.	Work for applause and switch off when there's no audience. Step on a colleague to stand out: in this industry everything gets known, and long careers are built with allies.	Take credit for someone else's work or keep quiet about their merit: the general manager who finds out — and they do find out — already knows everything they needed to know about you.

Common mistakes

- ◆ Confusing seniority with merit: years add up to experience only if they add up to learning — repeating one year twenty times is not twenty years.
- ◆ Burning through your current stage while looking at the next one: the best argument for the position above is how you do the one you have now.
- ◆ Saying nothing out of misplaced humility: if your work isn't known, it doesn't exist in the decision — the structure in step 3 isn't bragging, it's informing.
- ◆ Giving up after a missed opportunity: ask for the reason with good sportsmanship, note the gap and close it — whoever handles a no well is first in line for the next yes.

THE GOLDEN RULE

**“Promotions are decided months before
they're announced.”**

This lesson's exercise

Write down one of your achievements — from any job, even one outside hotels — in exactly three sentences: situation, action, result with data. And a second line: the two things in your current job (or the one you want) where you could stand out without anyone asking you to, starting this week. In the answer that follows, I share my example — and we turn what you've learned into a twelve-month plan.