



IN FRONT OF THE GUEST · SEASON 1 · MODULE 14: YOUR CAREER · LESSON 48

Your Plan for the Next Twelve Months

We began with a sentence of yours.

We finish with a plan of yours.

In five lines

After everything we have covered so far, the school comes back to you. In lesson 0, I asked you for a sentence — why you want to do this work — and asked you to keep it. Today it's time to take it out, reread it and ask it the brave question: is it still true? If it is, this lesson gives you the tool that turns learning into a career: a twelve-month plan — where you are, where you want to be and the three concrete things you are going to do. And if your sentence is no longer true, that's good to know too: this craft deserves people who want to be here, and you deserve to know where you want to be. The journey continues with five more lessons; this is the moment to sort out where you want to take it.

The script, step by step

- 1. Reread your sentence from lesson 0.** Out loud, ideally. Sentences that talked about others — the guest, the magic of welcoming people — tend to stay alive; those that talked only about you have sometimes grown too small. Rewrite it if it has grown with you: your why today is worth more than the one you wrote back then, because now you know what it takes.
- 2. The honest diagnosis in three lines.** Where you are (job, real level, what you have mastered), what you lack (the two or three gaps holding you back — technique, languages, leadership, visibility) and what you have too much of (the habit, the complaint or the fear that is costing you opportunities). Without an honest diagnosis, every plan is decoration.
- 3. The twelve-month goal, in one measurable sentence.** Not “grow professionally,” but “become assistant section head,” “master the full restaurant service,” “get into a higher-category hotel.” If in twelve months you can't check whether you achieved it, it wasn't a goal: it was a wish.
- 4. The three actions — and only three.** One for training (what you are going to learn and how), one for execution (what you are going to demonstrate in your job, with the tools from this season) and one for visibility (the career conversation from lesson 47, the track record with data, your name in the service). Three actions with a date beat ten intentions without one. And at the review six months from now, this lesson will be waiting for you.

With limited resources: how to hold the standard

If you don't have...	How to hold the standard
A supportive environment or a mentor	The plan works just as well on your own — this entire season is your mentor in writing: 54 lessons, 16 modules, one method. Go back to the lessons on your gaps (the diagnosis tells you which ones) and turn them into your personal review program.

In front of the guest

DO	DON'T	NEVER
Serve tomorrow with everything you have learned — tomorrow's guest doesn't know you finished a school: they will notice it in how you treat them.	Put the plan away in a drawer: a plan that isn't reread in six months is lesson 48 left undone.	Forget where you come from when you grow: the day you are the one in charge — because some of you will be — remember that the school that trained you was free, and give it back by teaching.

Common mistakes

- ◆ The perfect plan that never starts: the imperfect version carried out on Monday is worth more than the flawless one forever pending.
- ◆ Measuring yourself against others: your only competitor in this plan is your diagnosis from step 2.
- ◆ Mistaking the plan for a farewell: there are still five lessons left to complete the journey, and the craft is studied for a lifetime.
- ◆ Not sharing the school: if these lessons helped you, pass them on to whoever needs them — sharing knowledge is also a way of practicing this profession.

THE GOLDEN RULE

“The most beautiful thing about this profession is becoming part of the beautiful memories of the people who visit us.”

This lesson's exercise

Your complete plan on half a page: your sentence — reread or rewritten — your diagnosis in three lines, your measurable twelve-month goal and your three actions with dates. Keep it next to your sentence from lesson 0: a year from now, read them together and you will know how much you have grown. In the answer that follows, I share how to turn that plan into concrete decisions, and we begin the Extra Module: Selling Is Serving.