2260 You Cannot Script Hospitality

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You can script service. You can write the steps, set the sequence, time the courses. You cannot script hospitality. Hospitality requires emotional intelligence, genuine care, and the ability to read a room — — none of which can be reduced to a procedure manual.

Think about what happens in most restaurants. A Guest sits down. A cast member approaches. "Hi, my name is Sally, and I'll be your server today. Can I start you off with something to drink?" Sally has been trained. She knows the steps. She'll check back after the entrees are dropped. She'll ask if anyone wants dessert. She'll deliver the check with a smile. And every single one of those interactions will be identical to the one she had at the last table.

If all you have is "Hi, my name is Sally," you've already lost. Sally isn't the problem. The system is the problem. We've trained people to execute steps instead of engage human beings. We've prioritized consistency over connection — — and in doing so, we've created an army of technically proficient cast members who couldn't tell you a single meaningful thing about the Guest sitting in front of them.

You cannot install the desire to serve. It either lives in someone or it doesn't.

This is why hiring for hospitality is fundamentally different from hiring for service. You can teach someone to carry three plates. You can teach them to open a bottle of wine. You can teach them to describe the specials. You cannot teach them to care about the person sitting at the table.

The operators who build lasting hospitality don't just train for it — — they select for it. They look for the desire to serve in every candidate, and they recognize that this desire is non-negotiable. Either it's there or it isn't. Everything else is skill, and skill can be developed. But the heart of hospitality — — the genuine impulse to make another person's experience better — — that's a character trait, not a competency.

The coaching industry has the same problem. What you find in most newsletters, blog posts, and social media threads from people who teach service and hospitality for a living is a list. A listicle is a checklist. And if you are teaching hospitality as a checklist, you have already demonstrated that you don't understand what hospitality is. You are teaching people to execute steps. The industry

has enough of those.

Hospitality is not a list. The moment it gets reduced to one, you have replaced the thing with its shadow.