3510 The Guest Conflict

People Fieldbook · https://kb.jeffreysummers.com/docs/3510-the-guest-conflict-2/

The Demand

The next time a Guest is rude, unreasonable, or abusive to a cast member, you decide whose side you're on before the moment arrives — because the cast is filing every instance of this choice, and if you side with the Guest at the cast member's expense, you are running a compliance culture, not a hospitality culture.

The Work

1. Before your next shift, tell your leads directly: a Guest who demeans or is abusive to a cast member does not get protected at that cast member's expense.
2. The next time this situation happens, intervene on behalf of the cast member first — de-escalate the Guest, but do not require the cast member to absorb abuse to keep the Guest happy.
3. Separately, if the cast member handled the situation poorly, coach that behavior privately, after the shift, with honesty — do not conflate defending the person with excusing poor handling.
4. After the incident, check in directly with the cast member involved. Confirm to them explicitly that they were protected and why.

By the next time this situation arises this week, you have protected the cast member in the moment and, separately, coached any handling issue privately afterward.