DAY

4

GUEST OBSESSED

Closing the Experience · Dessert · Fond Farewell

Goal: Execute the full arc from greet to quality check with zero hesitation. You know the menu, you know the floor. Now read the room, stay Guest Obsessed, and deliver the kind of experience that makes every single person feel like the most important guest in the building.

"People will forget what you said, people will forget what you did, but people will never forget how you made them feel."

M A Y A A N G E L O U

You know the menu. You know the floor. Now you can read the room because you're not thinking about what to do. You just do it. That's the swagger.

> **OWN THE MOMENT — DAY 4: GUEST OBSESSED**
>
> *"See them. Know them. Guide them. Every decision on this floor runs through one filter: the guest."*
>
> Guest Obsessed is not a personality trait. It's a daily commitment. Drinks full and rounds fast. Steer them with knowledge and warmth. Remember their name. Finish strong. Your job is to make every single guest feel like the most important person in the building. Not most of the time. Every time.

D A Y 4 C H E C K L I S T

Before Service

- ☐ Attire and grooming standards reviewed and approved
- ☐ Clock In

Tests

- ☐ Crispy Chicken & Tenders
- ☐ Shots and NAs
- ☐ Act 2
- ☐ Allergen Protocols

Score:_____ (must be 90% or above to pass)

Role Play — Greet & Main Act

- ☐ Start Strong: Greet, first round, starter offer — locked and loaded
- ☐ Main Act: Guide, order, mark, quality check — seamless

Own the Moment — Day 4 Conversation

- ☐ Think about a guest interaction, where you felt genuinely taken care of. What did that server do that made you feel seen?
- ☐ Now flip it: what's the version of that at HERO that only you can deliver?

Prime Time

- ☐ Attend Shift Meeting
- ☐ **Review with your trainer: Steps of Service · Act Three: Finish Stronger**

Execute Act 1 and 2 on your trainer's first 3 Tables:

- ☐ Greet with confidence and drop napkins/coasters — accessible, present, zero hesitation
- ☐ First round sent as the top priority — no delay
- ☐ Offer starter by name with genuine, sourcing-confident recommendation
- ☐ Maintain eye contact while using handheld
- ☐ Guide through menu with confident recommendations — sourcing, flavor
- ☐ Order and enter entrees accurately
- ☐ Suggest next round or wine before entrees hit the table
- ☐ Mark and frame the table before entree delivery
- ☐ Quality check by name — 2 minutes / 2 bites. On the clock.

During Shift Observations

- ☐ Observe trainer executing Finish Stronger
- ☐ Complete all quality checks — no table left behind
- ☐ Run food and drinks — 360s, guest requests

After Service —

- ☐ Roleplay Act Three: Finish Stronger with 3 servers/bartenders — build comfort on the floor

Food & Beverage Focus:

- ☐ Discuss Burgers, Beer & Wine
  Taste 2 Burgers & 2 red wines & 2 white wines
- ☐ Complete Sidework & Server Checkout with trainer/server
- ☐ Log Tasting Notes

Food & Beverage Knowledge Check

- ☐ Describe dishes from memory — can they paint the picture?
- ☐ Specific cocktail questions — ingredients, flavor profiles, recommendations
- ☐ Outside-the-box questions: 'A guest is gluten-free — what do you pour?'
- ☐ Call out and debrief examples of OTM on the floor

→ **DISCUSS · THIS DAY'S 1-PAGERS:** **Act Three: Finish Stronger · The 51% · Be a Detective · The Two-Dollar Hot Dog**

OTM Debrief — Guest Obsessed

"Did every guest you served feel like the most important person in the building?"

- ☐ For Yourself: Where did you truly put the guest first today? Was there a moment you fell short of that standard?
- ☐ For the Guest: Name one guest interaction where you know you made them feel seen and taken care of.
- ☐ For the Team: Did your guest obsession help or inspire the team around you, or did it stay inside your section?

Strengths:

_____

_____

Opportunities:

_____

_____

Trainer	Trainee	Captain / GM

NEXT SHIFT — Prep for test: Burgers, Beer & Wine

Start Reviewing: BYO Bowls & Brunch Drinks

ACT THREE Finish Stronger

10. Offer dessert and after-dinner by name 4 minutes

Name it, describe it, and give the guest a reason to say yes rather than just asking if they want dessert. “Will you be enjoying the ___(suggest dessert)___ tonight?” If they order, ring immediately and print the check so it is ready to drop after the quality check on desserts. If they decline, return with the check promptly.

Ring desserts and after-dinner drinks on the handheld and frame the table with silverware, share plates, and coffee before anything arrives.

11. Suggest a beverage to go

Before presenting the check, offer a drink for the road. All alcoholic beverages to go must be sealed and placed in a bag that is stapled shut, and cocktails and draft beers go into plastic cups with lids and a tamper-proof label before bagging.

Ring to-go beverages on the handheld.

12. Present the check

Drop the check timely, cleanly, and without pressure. The guest may pay by traditional check or scan the QR code at the table. Once payment is received, close it out immediately and return any card or receipt without delay. Continue water, coffee, and tea service until the guest is ready to leave, because the table remains in service until they stand up.

13. Fond farewell

Every guest leaves feeling like a regular, which means using their name, making the goodbye as warm as the welcome, and giving them a reason to come back. The last impression is the one they carry out the door and the first thing they think of when they decide where to go next time.

14. Update guest notes

Before moving on, add detailed notes covering preferences, allergies, celebrations, and anything worth remembering about the visit. Pass those notes to the host for entry into OpenTable so the next team member who serves this guest picks up exactly where you left off.

RESSETING YOUR SECTION

30 seconds to get a table bussed after a guest leaves.
30 seconds to reset (or reseat) a table.

the 51%

Danny Meyer built one of America's most respected restaurant groups on one hiring ratio: 49 percent skill, 51 percent heart. Service is the technical delivery. Hospitality is how it makes the guest feel. Service can be flawless and still forgettable. Hospitality is what they drive home talking about.

Service is the process. Hospitality is the memory.

the fundamentals

01 KNOW THE DIFFERENCE

Service gets the order right. Hospitality makes the guest feel like their order matters. You need both, but only one of them creates a regular.

02 SERVICE IS THE PROCESS, NOT THE EXPERIENCE

Perfect steps of service earn you 49 points. The other 51 come from warmth, attention, and the feeling that you are glad they came. Nobody raves about adequate.

03 BE ON THE GUEST'S SIDE

Meyer calls it being an agent, not a gatekeeper. A gatekeeper protects the shop from the guest. An agent finds a way to say yes, and when the answer must be no, offers the closest yes we have.

04 FEELINGS OUTLAST FACTS

A guest will forget how long the entree actually took. They will never forget feeling rushed, ignored, or celebrated. You are managing feelings, not just food.

in the shop

- ✓ Steps of service are the foundation. You are the soul. Run the system fully, then bring the warmth only you can bring.
- ✓ A technically perfect shift with cold energy is a failed shift. We don't trade one for the other.
- ✓ Say absolutely like you mean it. Enthusiasm in your yes is free, and the guest feels the difference.
- ✓ When you have to say no, lead with what you can do. We can't do that, here's what I can do keeps you on their side.
- ✓ Walking away from every table, ask one question: what are they feeling right now? That answer is your scorecard.

otm self-reflection

FOR YOURSELF *Where was your service technically right tonight, and where was the feeling behind it missing?*

FOR THE GUEST *Which table felt the 51 percent from you? How do you know?*

FOR THE TEAM *Did your energy make the team's hospitality easier or harder tonight?*

be a detective

Will Guidara ran a restaurant named the best in the world, and his core move cost almost nothing: train the team to be detectives. Guests tell you everything. The anniversary mentioned in passing. The first visit. Most servers hear it. The best ones do something with it.

> ***The best hospitality is not one-size-fits-all. It's one-size-fits-one.***
>
> WILL GUIDARA · UNREASONABLE HOSPITALITY

the fundamentals

01 LISTEN FOR CLUES

Guests reveal themselves constantly: celebrations, preferences, nerves, occasions. Treat every table like a story you are being told. Your job is to catch it.

02 ACT ON WHAT YOU HEAR

A clue you do not act on is a gift you did not open. Heard it is a birthday? Make it known. First time in? Guide the whole experience. Small gestures, outsized impact.

03 MAKE IT SPECIFIC

Generic kindness is fine. Specific kindness is unforgettable. Congrats on the new job beats have a great night every single time.

04 PASS THE INTEL

What you learn belongs to the team. Tell the Captain. Write the guest note. The next visit starts with what you caught tonight.

in the shop

- ✓ Celebrating? The whole team knows before the entrees land, and the table feels it.
- ✓ First-timers get the full story: the brand, the sourcing, the must-haves. You are their guide, not their order-taker.
- ✓ Regulars are greeted by name, with their usual remembered. That is what guest notes are for. Use them both directions.
- ✓ A three-dollar gesture that is personal lands harder than a thirty-dollar comp that is not.
- ✓ End of shift: every clue you caught goes into guest notes. That is tonight's hospitality compounding into next month's.

otm self-reflection

FOR YOURSELF *What clue did you catch tonight, and what did you do with it?*

FOR THE GUEST *Which table got an experience built just for them? Which table should have?*

FOR THE TEAM *What did you pass to the team or the guest notes that makes the next visit better?*

the two-dollar hot dog

Eleven Madison Park in New York is one of the most decorated restaurants on earth, the kind of place where a single dish might take three days to prepare. One afternoon, the general manager, Will Guidara, overheard a table of foodies finishing their tasting menu. They had spent the week eating through New York's greatest restaurants, and they were lamenting the one thing they never got to: a New York street hot dog.

Guidara walked outside, handed a street cart vendor two dollars, and brought the hot dog to his Michelin-starred kitchen. The chef looked at him like he had lost his mind. They cut it into four pieces, plated it beautifully, and served it as a course.

The table went silent, then lit up. Later they said it was the highlight of the entire meal. Not the caviar. Not the course that took three days. The two-dollar hot dog, because it proved someone was actually listening to them.

That restaurant was later named the best in the world. And the story guests retold was not about luxury. It was about attention. Guidara built a whole philosophy from moments like that one: the best hospitality is one-size-fits-one.

You do not need a Michelin kitchen to do this. You need ears, and the will to act on what you hear. Every table is telling you what their hot dog is. Most people never notice.

Guests don't remember the most expensive thing you did. They remember the most personal.

otm self-reflection

01 *What did a table tell you tonight without telling you directly?*

02 *What's our two-dollar hot dog, the small personal move that beats any comp?*

03 *When did listening change what you did for a guest this week?*