

## COMMUNICATION &amp; NLP

# The Calibration Standard

Five steps for reading a guest before they have said anything. Warmth is not a volume setting you turn all the way up — it is a frequency you tune.

## 1 Read before you speak

By the time a guest reaches your desk they have been broadcasting for twenty seconds. Where their bag is pointing, whether the phone is down, whether they are scanning the room or looking for the lift — all of it is instruction.

*Bag turned toward the lift and three-word answers means: key, direction, silence. Phone down and eye contact means: they want a conversation.*

**FAILURE MODE** Opening with the same welcome for everyone. One of the two guests always gets the wrong one.

## 2 Match the pace

Speed is the fastest signal to adjust and the one most teams get wrong. A tired guest at midnight does not want your morning energy, and a guest running late does not want the full tour of the property.

*Slow down to meet the slow, quicken to meet the hurried, and never be more energetic than the person in front of you.*

**FAILURE MODE** Delivering the welcome at your pace instead of theirs. It reads as performance rather than care.

## 3 Mirror the register

Use the guest's own words back. If they said "the room," don't say "the accommodation." If they were casual, don't be formal at them. Matching language is the cheapest form of rapport there is.

*"You said you're here for the wedding — shall I have the car ready for half six?"*

**FAILURE MODE** Defaulting to house vocabulary. Hotel language creates distance exactly where you wanted closeness.

## 4 Name the state

Say out loud what you can see. Naming a guest's state — tired, delayed, celebrating — does more work in four words than any amount of attentive service afterwards, because it tells them they have been seen.

*"That's a long way to come in one day. Let's make this quick and get you upstairs."*

**FAILURE MODE** Pretending not to notice. The guest is visibly exhausted and you are reading the wifi password aloud.

## 5 Reset between guests

Whatever just happened at your desk — a complaint, a rush, a difficult call — the next guest did not witness it and should not inherit it. Two seconds, one breath, start clean.

*Hands off the keyboard, look up, and let the previous interaction end before the next begins.*

**FAILURE MODE** Carrying the last guest's mood into the next welcome. They will assume it is about them.

## Four Guests, Four Welcomes

The same warmth, delivered four different ways. Learn the signals and the rest follows.

| WHAT YOU SEE                                      | WHAT THEY NEED                                                      | WHAT KILLS IT                                              |
|---------------------------------------------------|---------------------------------------------------------------------|------------------------------------------------------------|
| Scanning the lobby, phone away, makes eye contact | Contact. A recommendation, a name, a short conversation.            | A transaction. Key, wifi, lift, next.                      |
| Bag angled to the lift, three-word answers        | Speed and silence. Key in hand, direction given, no tour.           | Enthusiasm. Every extra sentence costs them.               |
| Arrived late, visibly tired, slightly short       | To be noticed and released. Name the journey, then be quick.        | Procedure. Forms and upsells at midnight.                  |
| Group, loud, celebrating                          | To be joined, not managed. Match the energy, then organise quietly. | Shushing. The room becomes your problem instead of theirs. |

### How to use this with your team

Run this as a five-minute briefing game: describe a guest walking in, and let the team call the welcome. It sticks faster than any handout.

*This standard is drawn from the Communication & NLP masterclass  
— filmed on property with the front-of-house teams who run it.  
Seven masterclasses, taught by the people doing the work.*

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