



OCCUPATIONAL CATEGORY
Hospitality

INSTRUCTIONAL AREA
Emotional Intelligence

PARTICIPANT INSTRUCTIONS

PROCEDURES

1. The event will be presented to you through your reading of these instructions, including the Performance Indicators and Event Situation. You will have up to 30 minutes to review this information to determine how you will handle the role-play situation and demonstrate the performance indicators of this event. During the preparation period, you may make notes to use during the role-play situation.
2. You will give an ID label to your event personnel during the preparation time.
3. You will have up to 15 minutes to role-play your situation with a judge (you may have more than one judge).
4. You will be evaluated on how well you meet the performance indicators of this event.
5. Turn in all your notes and event materials when you have completed the role-play.

PERFORMANCE INDICATORS

1. Use conflict-resolution skills.
2. Demonstrate a customer-service mindset.
3. Handle customer/client complaints.
4. Direct guest/client to other locations.
5. Demonstrate negotiation skills.

EVENT SITUATION

You are to assume the role of assistant manager for the WARDOX HOTEL. You must find a way to accommodate an important group of businesspeople whose rooms were mistakenly sold to another group that is booked into your hotel as part of a large convention. You will attempt to propose an acceptable solution to the president of the PRIVATESTOCK company (judge) that was double-booked.

The WARDOX, a large, four-star chain hotel, is located in a major metropolitan area with several competitors nearby. It is 8:30 p.m. on a Sunday evening, and it is the first day of a national student organization's conference (16,000 people). Your hotel and those of your local competitors are completely booked by the organizers, high school students and chaperones of the organization. Only two standard rooms are available in your hotel. The national student organization's conference has the hotels booked for the next four days. This is the first time the national student organization has met in this city.

The president of PRIVATESTOCK (judge) has arrived, along with several of his/her sales representatives, and has a printed confirmation from your hotel stating that they have seven suites at your hotel for the next three nights. Several additional sales representatives are expected to arrive close to midnight and five large packages are to be arriving in the morning from one of the company's new vendors. The suites, along with a conference room for their meetings and food service (breakfasts/lunches), were booked last quarter. The services have been paid in full. (Suites cost \$205 per night.) PRIVATESTOCK has had its quarterly sales meeting at your hotel for the past four years. The president (judge) of PRIVATESTOCK has always complimented the service received at your hotel.

You have asked the president of PRIVATESTOCK (judge) if he and his/her sales representatives would like to enjoy drinks, compliments of the hotel, while you check the status of their rooms. As you look over the computer reservations and paperwork, you find that a new employee had taken reservations for organizers of the national student organization conference and had input the correct month and days, but the wrong year. When the organizers received confirmation, the error was probably overlooked. You checked with your front desk manager and found that when the organizers checked in earlier today there was some confusion. Your front desk manager thought that there must have been a computer error and gave them the suites. The organizers are in a meeting at the city's conference center until 11:30 p.m. this evening.

There is absolutely no way you can accommodate PRIVATESTOCK's guests; however, there is no problem with the availability of the conference room or the food service. You know that the group needs data ports in each room for the sales representatives to stay current with their accounts. You have contacted your competitors, and none of them has available suites/rooms to accommodate your guests. Your hotel has another branch, however, that is located an hour north of your hotel. This branch is an older hotel, and would be able to provide the group with guest rooms (with data ports), food service and a conference room.

Other options include:

Best Stay Hotel—located 10 minutes from your hotel. Best Stay Hotel is a two-star hotel. It is a clean, well-run budget hotel. Data ports are available. No food service would be available. A small conference room is available. The rooms have king-sized beds and cost \$125 per night.

The Horse Carriage Inn—a small, prestigious inn with a four-star dining room. The Horse Carriage Inn is located two blocks from your hotel. Finely decorated rooms with private baths are \$165 per night. No data ports are available. No conference room is available.

You need to determine what you think is the best solution to your situation while maintaining the president's (judge's) future business.

You will present your solution to the firm's president (judge) in a meeting at a table in the hotel's restaurant. The president of PRIVATESTOCK (judge) will begin the meeting by greeting you and asking whether you will be able to accommodate his/her group. Once you have completed your presentation and have answered the president's (judge's) questions, the president (judge) will complete the meeting by thanking you for your hard work on the problem.

JUDGE'S INSTRUCTIONS

DIRECTIONS, PROCEDURES AND JUDGE'S ROLE

In preparation for this event, you should review the following information with your event manager and other judges:

1. Procedures
2. Performance Indicators
3. Event Situation
4. Judge Role-Play Characterization
Participants may conduct a slightly different type of meeting and/or discussion with you each time; however, it is important that the information you provide and the questions you ask be uniform for every participant.
5. Judge's Evaluation Instructions
6. Judge's Evaluation Form
Please use a critical and consistent eye in rating each participant.

JUDGE ROLE-PLAY CHARACTERIZATION

You are to assume the role of president of PRIVATESTOCK. An assistant manager for the WARDOX HOTEL (participant) must find a way to accommodate your company representatives whose rooms were mistakenly sold to another group that is booked into the hotel as part of a large convention. The assistant manager (participant) will attempt to propose an acceptable solution to you.

The WARDOX, a large, four-star chain hotel, is located in a major metropolitan area with several competitors located nearby. It is 8:30 p.m. on a Sunday evening, and it is the first day of a national student organization's conference (16,000 people). The WARDOX and its competitor hotels are completely booked by the organizers, high school students and chaperones of the organization. Only two standard rooms are available at the WARDOX. The national student organization's conference has the hotels booked for the next four days. This is the first time the national student organization has met in this city.

You have arrived, along with several of your sales representatives, and you have a printed confirmation from the hotel stating that you have seven suites booked at the hotel for the next three nights. Several additional sales representatives are expected to arrive close to midnight and five large packages are to be arriving in the morning from one of the company's new vendors. The suites, along with a conference room for your meetings and food service (breakfasts/lunches), were booked last quarter. The services have been paid in full. (Suites cost \$205 per night.) PRIVATESTOCK has had its quarterly sales meeting at this WARDOX for the past four years. You have always praised the service you receive at this hotel.

The assistant manager (participant) asked you if you and your sales representatives would like to enjoy drinks, compliments of the hotel, while he/she checks the status of your rooms. The

assistant manager (participant) looked over the computer reservations and paperwork and found that a new employee took reservations for organizers of the national student organization conference and input the correct month and days, but the wrong year. When the organizers received confirmation, the error was probably overlooked. The assistant manager (participant) checked with the front desk manager and found that when the conference organizers checked in earlier today there was some confusion. The front desk manager thought that there must have been a computer error and gave them the suites. The organizers are in a meeting at the city's conference center until 11:30 p.m. this evening.

There is absolutely no way the WARDOX can accommodate you and your guests; however, there is no problem with the availability of the conference room or the food service. The assistant manager (participant) knows that your group needs data ports in each room for the sales representatives to stay current with their accounts. The assistant manager (participant) has contacted their competitors, and none of them has available suites/rooms to accommodate you. The WARDOX HOTEL has another branch, however, that is located an hour north of this hotel. This branch is an older hotel, and would be able to provide your group with guest rooms (with data ports), food service and a conference room.

Other options include:

Best Stay Hotel—located 10 minutes from this hotel. Best Stay Hotel is a two-star hotel. It is a clean, well-run budget hotel. Data ports are available. No food service would be available. A small conference room is available. The rooms have king-sized beds and cost \$125 per night.

The Horse Carriage Inn—a small, prestigious inn with a four-star dining room. The Horse Carriage Inn is located two blocks from your hotel. Finely decorated rooms with private baths are \$165 per night. No data ports are available. No conference room is available.

The assistant manager (participant) needs to determine what he/she thinks is the best solution to the situation while maintaining your future business.

The assistant manager (participant) will present a solution to you in a meeting at a table in the hotel's restaurant. You will begin the meeting by greeting the assistant manager (participant) and asking whether they will be able to accommodate your group.

During the course of the role-play you are to ask the following questions of each participant:

1. How can you do this to me when I have been a valued client over the past four years and this is the first time you have hosted this other organization? I really feel that you should accommodate us here at this hotel.
2. What am I to do about my other sales representatives and the packages?
3. If I decide to continue hosting our quarterly sales meetings here, how can I be sure this type of error won't occur again?
4. Is this really the best solution for me, or is it just the least expensive option for you?

Once the assistant manager (participant) has answered your questions, you are to conclude the meeting by thanking him/her for the hard work.

You are not to make any comments after the event is over except to thank the participant.

JUDGE'S EVALUATION INSTRUCTIONS

Evaluation Form Information

The participants are to be evaluated on their ability to perform the specific performance indicators stated on the cover sheet of this event and restated on the Judge's Evaluation Form. Although you may see other performance indicators being demonstrated by the participants, those listed in the Performance Indicators section are the critical ones you are measuring for this particular event. Please note that an overall score of 70% indicates a *minimum level of acceptable performance*.

Evaluation Form Interpretation

The evaluation levels listed below and the evaluation rating procedures should be discussed thoroughly with your event chairperson and the other judges to ensure complete and common understanding for judging consistency.

Level of Evaluation	Interpretation Level
Exceeds Expectations	Participant demonstrated the performance indicator in an extremely professional manner; greatly exceeds business standards; would rank in the top 10% of business personnel performing this performance indicator.
Meets Expectations	Participant demonstrated the performance indicator in an acceptable and effective manner; meets at least minimal business standards; there would be no need for additional formalized training at this time; would rank in the 70-89 th percentile of business personnel performing this performance indicator.
Below Expectations	Participant demonstrated the performance indicator with limited effectiveness; performance generally fell below minimal business standards; additional training would be required to improve knowledge, attitude and/or skills; would rank in the 50-69 th percentile of business personnel performing this performance indicator.
Little/No Demonstration	Participant demonstrated the performance indicator with little or no effectiveness; a great deal of formal training would be needed immediately; perhaps this person should seek other employment; would rank in the 0-49 th percentile of business personnel performing this performance indicator.

JUDGE'S EVALUATION FORM

DID THE PARTICIPANT:

1. Use conflict resolution skills?

Little/No Demonstration
0, 1, 2, 3

Use of conflict-resolution skills was weak or inadequate.

Below Expectations
4, 5, 6, 7, 8, 9

Demonstrated adequate use of conflict-resolution skills.

Meets Expectations
10, 11, 12, 13, 14

Demonstrated effective use of conflict-resolution skills.

Exceeds Expectations
15, 16, 17, 18

Demonstrated highly effective use of conflict-resolution skills.

2. Demonstrate a customer-service mindset?

Little/No Demonstration
0, 1, 2, 3

Demonstration of customer-service mindset was ineffective or inconsistent.

Below Expectations
4, 5, 6, 7, 8, 9

Demonstrated an adequate degree of customer-service mindset.

Meets Expectations
10, 11, 12, 13, 14

Demonstrated an effective degree of customer-service mindset.

Exceeds Expectations
15, 16, 17, 18

Demonstrated a professional and effective degree of customer-service mindset.

3. Handle customer/client complaints?

Little/No Demonstration
0, 1, 2, 3

Handling of customer complaints was ineffective or inadequate.

Below Expectations
4, 5, 6, 7, 8, 9

Adequately handled the customer's complaints

Meets Expectations
10, 11, 12, 13, 14

Effectively handled the customer's complaints.

Exceeds Expectations
15, 16, 17, 18

Very effectively handled the customer's complaints.

4. Direct guest/client to other locations?

Little/No Demonstration
0, 1, 2, 3

Inappropriately directed client to other locations.

Below Expectations
4, 5, 6, 7, 8, 9

Appropriately directed client to other locations.

Meets Expectations
10, 11, 12, 13, 14

Effectively directed client to other locations.

Exceeds Expectations
15, 16, 17, 18

Very effectively directed client to other locations.

5. Demonstrate negotiation skills?

Little/No Demonstration
0, 1, 2, 3

Demonstration of negotiation skills was weak or ineffective.

Below Expectations
4, 5, 6, 7, 8, 9

Adequately demonstrated negotiation skills.

Meets Expectations
10, 11, 12, 13, 14

Effectively demonstrated appropriate negotiation skills.

Exceeds Expectations
15, 16, 17, 18

Very effectively demonstrated appropriate negotiation skills.

6. Overall impression and response to judge's questions?

Little/No Demonstration
0, 1

Demonstrated few skills; could not answer the judge's questions.

Below Expectations
2, 3, 4

Demonstrated limited ability to link skills; answered the judge's questions adequately.

Meets Expectations
5, 6, 7

Demonstrated the specified skills; answered the judge's questions effectively.

Exceeds Expectations
8, 9, 10

Demonstrated skills confidently and professionally; answered the judge's questions very effectively.

Judge's Initials _____
Tiebreaker: 3, 1, 2, 5, 4, 6

TOTAL SCORE _____