



#4 Restaurant Partners Scenario - Doris (unskilled)

Information Known to Both

Shannon and Doris own a restaurant together (serving Italian food). They opened it 4 years ago and employ 15 staff members including 3 chefs, 10 servers, 2 hostesses. Their restaurant is very popular, especially for the supper crowd but lately business has been a bit slower than normal due to a new pizzeria that opened up 1 block away.

Shannon typically works at the restaurant during the day and takes care of ordering food and supplies as well as choosing the specials for that evening. Shannon also takes care of paying bills and payroll. She has 2 children (ages 9 and 13) and is married. She likes working days as it works out for her family. Her kids are very involved in soccer and violin and she often spends her evenings driving them around. She works from 7:30am - 5:00pm normally. Lately she has been leaving around 3:30 or 4pm.

Doris is single and has been dating George for 8 months now. She works from 3-12pm. She takes care of a lot of cooking and overall management of the restaurant at night, when they are the busiest. She is also responsible for making sure the restaurant and kitchen is clean and organized for the next day. She also makes lists of food to order for Shannon to take care of.

Lately the two have had trouble getting along. Doris gets really quiet around Shannon and doesn't seem to want to talk to her. Shannon has asked her a couple of times in the past two weeks if something is bothering her and Doris says no. Last week at a meeting with their staff, Shannon snapped at Doris about her not having the restaurant clean. It was very uncomfortable for the staff and for Doris. Doris left the meeting immediately and went into the back office. After the meeting was over, Shannon left without talking to her.

Shannon has asked Doris to meet with her to discuss the situation.

Doris (Unskilled)

Doris has been getting increasingly annoyed with Shannon leaving early to drive her children around. After all, she has her husband and her mom to help her out. With Shannon leaving early, there are some things that she used to take care of that Doris now has had to pick up the slack for. Occasionally, she has been understaffed in the evening because Shannon has been making errors in scheduling. When that happens, she spends her evening covering for the hostess or servers to make sure that things run smoothly. All of the staff are so busy that they are exhausted at the end of the shift, so they leave some of the cleaning duties. She hasn't spoken to Shannon about this, as she doesn't like to confront people. Doris is increasingly upset about the understaffing each time it happens as it prevents them from providing the best service to their patrons. With the new pizzeria down the street, they need to be 100% on top of their game to keep their loyal customers.

Four years ago Doris agreed she would work nights, but things have changed for her now. Doris and George have become increasingly serious and she is really getting upset that she has to work evenings



all the time. She doesn't have enough time for George, he is an accountant, so he works days. Doris thinks if they had more time together, he might propose. She has wanted to get married for a long time. She doesn't want to force Shannon to work nights for her. She would like it if Shannon would offer to take a night shift once in a while, maybe on a Friday or Saturday. She is upset that the offer wasn't made, especially since she has been so careful to accommodate Shannon's family life since they started the business.

Shannon has asked Doris a couple of times what is bothering her, but it has always been when someone else is around. She doesn't want to get into a fight with her and certainly doesn't want to discuss this in front of their staff. When Shannon snapped at her, that was the last straw. She got up and left because she was very angry and didn't want to get into a shouting match in front of their staff. She felt better to walk away and discuss it in private. She was shocked that Shannon left without apologizing about it.

Something has to be done, they can't continue working like this!