



## #4 Restaurant Partners Scenario - Shannon (skilled)

### 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.

### Shannon (Skilled)

Shannon normally was happy to come in and work for such long hours. Her mother would take care of the children after school until she was able to get home. Her mother has been ill for a few months now, she has just been diagnosed with Diabetes and has had trouble getting used to her medications. Shannon has felt increasingly uneasy about leaving the children with her mother, as she is worried about her going into insulin shock when she is alone with the kids. Her mother also is unable to drive the kids to soccer now as her eyesight has been affected. Shannon now is worried that she will have to start caring for her mother and will need to find alternate care for her children.

Shannon has also noticed in the last few months that several of the regular evening duties have been left undone by Doris. Several times per week, she comes into work to find that the floors haven't been



cleaned or there are pots and pans still left to wash. Three times in the last month, they have run out of ingredients for a dish because Doris forgot to tell her to order it. With the new pizzeria down the street, they can't afford to run out of food. They need to provide the best dining experience possible for their patrons, or they will lose them.

She is not sure why these jobs haven't been completed. At first, she thought that it was because Doris was excited about her new boyfriend and wanted to leave early. She was willing to excuse this but as it continued, she was getting increasingly annoyed. She tried to talk to Doris about it a couple of months ago and Doris brushed her off. She didn't say anything again until the meeting with the staff when she snapped at her.

She overheard Doris on the phone with George two days prior to the meeting complaining about how she had to work the evenings because Shannon wouldn't. This upset her because she and Doris had decided 4 years ago who would work which shift. Doris hadn't asked her if she was willing to switch shifts sometimes, so how did she know that Shannon wouldn't?

Shannon hasn't told much about her mother's illness to Doris. She briefly mentioned it to her but didn't get into how it was impacting her life.

When Doris got up and left the meeting, Shannon decided there was not much point in trying to talk to her again. She had already made enough of an effort with her. Something has to be done. They can't continue working like this.