

Situation Appraisal

Identify concerns (List without discussion)

Separate and clarify (What do you mean by...)

Set priority (CI, FI, TF across concerns, then comparative evaluation down High, Medium, Low)

Plan next steps (PA, DA, PPA, POA, JDI, SA)

Show your work on easels for visible thinking

It is 11th January 2014. As manager of the technical department at the conference hotel, the Royal Rødtvet hotel, you just got back from vacation and you need to get an overview of the situation.

Before you went on holiday, it was decided that the indoor swimming pool was to be renovated and you were appointed as responsible for the project. The project was triggered by one of the regular customers, Mr. Ben Dover, CEO of a leading latex company and a key client known for his yearly sponsorship of a 5 day conference in October with over 600 attendees. Mr. Ben Dover had informed that last years conference was the last at the Royal Rødtvet hotel, if the indoor pool area was not made more attractive. Some guests have also pointed out that the indoor pool area did not meet their expectations. The outdoor pool was renovated last year, and it can serve guests from 1 June to 30 August

The Chief Financial Officer, Pamela, has sent you a report showing the latest accounting data for your department. She has asked you to review your budget and forward a revised budget as soon as possible, so she can get an overview of what budget you have for the renovation of the indoor swimming pool.

Sue, one of your technicians, has informed you of several complaints from the guests on the fifth floor. The guests complain that there is only scalding hot and smelly water in the taps. Because of this, the reception has moved most of the guests to rooms on other floors. Now, there are only few guests left in the 40 rooms on the fifth floor.

The Royal Rødtvet hotel is dependant on customers sponsoring large conferences at the hotel, but in the past year, there has been a decline in revenue. Your boss has asked you to designate two of your employees , which are to be laid off as soon as possible to save a total of NOK 90.000 per month.

Appraise the situation and plan the next steps.