# **Assignment 7a: Ding Dong’s Contingency Analysis Client Responses and Senior Consultant Observation Results**

The senior consultants compiled the questions from the junior consultants (students) and sent them on to the Ding Dong’s servers. Once all responses were received from Ding Dong’s, the senior consultants compiled and summarized them into the tables in this document. Additionally, the senior consultants conducted observations on server order taking across several shifts—busy and slow, when well-staffed or lean, etc.—and collected and analyzed data related to server shorthand and order errors. Use the client responses and senior consultant observations to complete Assignment 8: E-TIP Diagnostic Diagram. For ease of reading, server responses are in blue and consultant responses are in purple.

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## What current circumstances or environmental conditions as well as previous events, behavior, or consequences (of/for the performer or others) affect whether the performer will engage in the desired or undesired behavior?

## From the perspective of the performer, does each of these antecedents prompt or deter current instances of the behavior?

## From the perspective of the performer, does each of these antecedents happen immediately prior to or more distally prior to the behavior?

## From the perspective of the performer, does each of these antecedents have a strong or weak influence over the behavior?

## From the perspective of the performer, is each of these antecedents likely or unlikely to occur?

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| **Behavior** | **1. Current/Past Circumstances** | **1a. E-Answers** | **1b. T-Answers** | **1c. I-Answers** | **1d. P-Answers** |
| ***Desired*** | **Q: When are you more likely to use shorthand to write down orders?**  *Servers are most likely to use the shorthand when they are both really busy and have customers who speak very quickly*  *The senior consultants observed several shifts and looked at server order pads at the end of each shift. They reported that busy shifts resulted in a 50% increase in shorthand use across servers, supporting the server response.*  *The senior consultants analyzed order errors and found that error rates were highest on busy shifts, though errors still occurred on slower shifts (just not as many). Comparing the errors against individual server order pads each shift showed that zero order errors occurred for orders taken using shorthand, regardless of how busy the shift was. Errors only occurred for alternative order taking approaches (either no written order or long form written order).* | **Q: Why or how do those circumstances prompt you to use shorthand instead of some other way of taking the order?**  *When both of these conditions are in effect, the servers feel very rushed, and indicated that it is not possible to get orders taken down any other way* | **Q: Are those circumstances happening right before/during when you take the order, or would they need to have been in effect for a while? Or would they have happened earlier in the shift?**  *It’s usually a combination of having felt rushed all shift (due to it being a very busy shift) and then the fast talking of a customer in the moment. Most servers indicated that, if they weren’t already feeling rushed throughout the shift, they were more likely to try their alternative approach to order taking. However, if they were feeling rushed throughout the shift, they were only likely to use the shorthand if they ALSO had a fast-talking customer right in that moment.* | **Q: How likely are those circumstances to get you to use the shorthand? If they aren’t very likely to get you to use the shorthand, why not? What would have to be different about them to get you to use the shorthand?**  *Under these circumstances, all servers said that they use the shorthand. Most servers said that they would not use it if it weren’t a busy shift and the customer was a fast talker (both conditions must be in effect)* | **Q: How likely are those circumstances to occur? How often do they happen?**  *Not very often – maybe once every other week except for summertime and around the holidays, when it tends to be busy more often.* |
| **Q: What, if anything, has happened in the past (either to you or to somebody else) that affects whether you use the shorthand?**  *The servers indicated that they typically did not use the shorthand because they had previous server experience that did not require it* | **Q: Do those past events prompt you to use the shorthand or deter you from it? Why?**  *Their previous experience deters the behavior of using the shorthand because, previously, they were able to take orders without using it* | **Q: How long ago did those events occur?**  *Both in previous jobs (distal) and in most shifts and with most tables in current position (distal and immediate)* | **Q: How likely are those events to affect your use of the shorthand?**  *Very likely – the servers reported that they had always been very successful taking orders their own way. The servers reported that they didn’t think they made very many order errors when they did things their way*  *The senior consultants’ data analysis shows that this isn’t true (though the servers believe it to be). The servers do make more errors when they take orders “their own way” even if they are not aware of this (in fact, this is the only time they do make errors).* ***Consultant note – this seems like an opportunity for the servers to get some targeted feedback on errors.*** | **Q: How likely is it that those events would occur again? How often do they happen?**  *Very likely – servers don’t make errors all the time and they are usually using their own way of taking orders. That means that they have lots of examples of successfully using their own method.*  *The senior consultants’ observations and data analysis suggest that, in addition to often taking orders successfully their own way, servers often discount the number of errors they actually have – they make statements suggesting that they “almost never” make errors, even though the data do not support this.* |
| **Q: Have you ever seen anyone else use the shorthand to take orders?**  *The servers indicated that they’ve only ever seen other servers use shorthand during training, because watching other servers take orders “just isn’t a thing”* | **Q: Has seeing others use shorthand prompted you to use it? Why or why not?**  *Most servers indicated that their training allows them to use the shorthand when they need to, but they do not feel like they need to very often.* | **Q: When have you seen others use the shorthand?**  *During training.* | **Q: How much of an impact does seeing others use shorthand have on your using it? Why or why not?**  *Not much – it doesn’t happen very often and hasn’t happened in quite some time.* | **Q: How often do you see others using shorthand?**  *Not very often and hasn’t happened in quite some time.* |
| ***Undesired*** | **Q: When are you more likely to use an alternative way to write down orders? What alternative(s) would you use?**  *The servers we asked (those who typically do not use shorthand) indicated that they primarily use their own ways and only use shorthand when it’s very busy and they have a table that speaks very quickly. The two main alternatives are to commit orders to memory and not write them down at all – this is especially common when servers have smaller tables (2-tops and 3-tops) and when they do not have an order pad – and writing long form (writing down all the words completely).*  *The consultants confirmed through observation and review of order pads that the two main alternatives are to commit orders to memory and not write them down at all and writing long form (writing down all the words completely). The consultants also confirmed that relying on memory was common when servers did not have an order pad and could not find one. In those cases, they relied solely on memory. A review of data indicated that the highest error rates occurred in these situations (over long form writing – though that did result in some errors).* | **Q: Why or how do those circumstances prompt you to use your alternative instead of the shorthand way of taking the order?**  *The servers indicated that they sometimes cannot find an order pad and so they have to rely on their memory in those cases. Additionally, when asked why they use their own way instead of the shorthand, all servers gave as one of their answers some variation on “it’s just easier for me because I’ve done it this way for so long.”* | **Q: Are those circumstances happening right before/during when you take the order, or would they need to have been in effect for a while? Or would they have happened earlier in the shift?**  *These circumstances are almost always in effect. The only time they aren’t is when it’s really busy and the customers speak really fast. Even then, servers can only use shorthand if they actually have an order pad on which to write their orders down.* | **Q: How likely are those circumstances to get you to use your alternative? If they are very likely to get you to use your alternative, why is that? What would have to be different about them to get you to stop using your alternative?**  *If the servers cannot find an order pad, it’s 100% guaranteed they’ll rely on memory. Otherwise, the default is to rely on either memory (for smaller tables) or long form (for larger tables). Servers indicated that they were more comfortable doing it their way because they’d always done it that way. The servers indicated that they’d need more order pads – enough to guarantee that all servers could have one each shift – to stop relying on memory and they would want a good reason for having to use the shorthand. Right now they do not believe that they really make more errors when doing things their way.* | **Q: How likely are those circumstances to occur? How often do they happen?**  *Running short on order pads is common on busy shifts when they have lots of servers scheduled. They use their own methods as a default – so there need to be special circumstances for them to use the shorthand (meaning the circumstances for their alternative is very likely).* |
| **Q: What, if anything, has happened in the past (either to you or to somebody else) that affects whether you use your alternative method?**  *The servers indicated that they typically use their own methods because they had previous server experience where it worked very well to do so* | **Q: Do those past events prompt you to use the alternative method or deter you from it? Why?**  *Prompt the alternative, because it worked for the servers in the past.* | **Q: How long ago did those events occur?**  *Both in previous jobs (distal) and in most shifts and with most tables in current position (distal and immediate)* | **Q: How likely are those events to affect your use of your alternative method?**  *Very likely – the servers reported that they had always been very successful taking orders their own way. The servers reported that they didn’t think they made very many orders when they did things their way*  *The senior consultants’ data analysis shows that this isn’t true (though the servers believe it to be). The servers do make more errors when they take orders “their own way” even if they are not aware of this (in fact, this is the only time they do make errors).* ***Consultant note – this seems like an opportunity for the servers to get some targeted feedback on errors.*** | **Q: How likely is it that those events would occur again? How often do they happen?**  *Very likely – servers don’t make errors all the time and they are usually using their own way of taking orders. That means that they have lots of examples of successfully using their own method.*  *The senior consultants’ observations and data analysis suggest that, in addition to often taking orders successfully their own way, servers often discount the number of errors they actually have – they make statements suggesting that they “almost never” make errors, even though the data do not support this.* |
| **Q: Have you ever seen anyone else use an alternative to shorthand to take orders?**  *Yes, but not often because it’s not common to watch somebody else take orders* | **Q: Has seeing others use their own alternatives prompted you to do the same? Why or why not?**  *No, because it’s not very common to see others taking orders.* | **Q: When have you seen others use their own alternatives?**  *When working large parties together or running into them at the PoS and seeing their order pad (or the fact that they do not have one, so you know they’ve been committing orders to memory)* | **Q: How much of an impact does seeing others use their own methods of order taking have on your order taking methods? Why or why not?**  *Not much – it doesn’t happen very often.* | **Q: How often do you see others using their own method of order taking?**  *Not very often.* |

## What time factors (time available to engage in the behavior) affect whether the performer will engage in the desired or undesired behavior?

## From the perspective of the performer, does each of these antecedents prompt or deter current instances of the behavior?

## From the perspective of the performer, does each of these antecedents happen immediately prior to or more distally prior to the behavior?

## From the perspective of the performer, does each of these antecedents have a strong or weak influence over the behavior?

## From the perspective of the performer, is each of these antecedents likely or unlikely to occur?

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| **Behavior** | **2. Current/Past Circumstances** | **2a. E-Answers** | **2b. T-Answers** | **2c. I-Answers** | **2d. P-Answers** |
| ***Desired*** | **Q: How does the amount of time you feel you have to be at a given table and get an order affect whether you use shorthand?**  *The servers indicated that this was one of the biggest factors affecting whether they use the shorthand. If they are busy AND they have fast-talking customers, they feel very pressed for time at the table. When they feel very pressed for time, they use the shorthand. Otherwise, they use their own methods.*  *The senior consultants’ observations support this server statement. When very busy (either a busy shift overall, or just a busy point in the shift where several tables have been seated in a short amount of time), use of shorthand increases. It is not across the board, which seems to support the server statement that individual table differences also are a factor.* | **Q: Does having more time or less time affect whether you use the shorthand? Why and how?**  *The servers indicated that this was one of the biggest factors affecting whether they use the shorthand. If they are busy AND they have fast-talking customers, they feel very pressed for time at the table. When they feel very pressed for time, they use the shorthand. Otherwise, they use their own methods. When asked why that is, the servers indicated that they are just more comfortable using their own method because it has always worked for them before.*  *See earlier consultant comment about this – the servers underestimate the number of errors they are making when using their own methods.* | **Q: If time is a factor, are you more or less likely to use the shorthand if you are busy throughout the shift or just in the moment? What if you are slow throughout the shift or just in the moment? How does that impact whether you use the shorthand?**  *When servers are busy throughout the shift, or even just in the middle of a rush (lots of tables seated at once), they are more likely to use the shorthand, but only if they also feel rushed by their table (due to the customers speaking quickly).* | **Q: How much of a factor would you say time available is on your use of shorthand?**  *The servers indicated that this was one of the biggest factors affecting whether they use the shorthand.* | **Q: How likely are you to have enough time to use shorthand? How likely are you to have not enough time to use shorthand?**  *There is always enough time to use the shorthand. It’s the alternative that is sometimes difficult when really busy and the customer is speaking very quickly.* |
| ***Undesired*** | **Q: How does the amount of time you feel you have to be at a given table and get an order affect whether you use your alternative method of order taking?**  *The servers indicated that this was one of the biggest factors affecting whether they use their own method or the shorthand. If they are busy AND they have fast-talking customers, they feel very pressed for time at the table. When they feel very pressed for time, they use the shorthand. Otherwise, they use their own methods.* | **Q: Does having more time or less time affect whether you use an alternative method? Why and how?**  *The servers indicated that this was one of the biggest factors affecting whether they use the shorthand or their alternative. If they are busy AND they have fast-talking customers, they feel very pressed for time at the table. When they feel very pressed for time, they use the shorthand. Otherwise, they use their own methods. When asked why that is, the servers indicated that they are just more comfortable using their own method because it has always worked for them before.*  *See earlier consultant comment about this – the servers underestimate the number of errors they are making when using their own methods.* | **Q: If time is a factor, are you more or less likely to use your alternative if you are busy throughout the shift or just in the moment? What if you are slow throughout the shift or just in the moment? How does that impact whether you use your alternative?**  *Unless the servers are very busy (either throughout the shift, or even just in the middle of a rush (lots of tables seated at once) and have a table that speaks quickly, they are more likely to use their own method.* | **Q: How much of a factor would you say time available is on your use of alternative methods of order taking?**  *The servers indicated that this was one of the biggest factors affecting whether they use their alternative or the shorthand.* | **Q: How likely are you to have enough time to use your alternative? How likely are you to have not enough time to use your alternative?**  *Very likely – it is only when really busy and the servers have a fast-talking customer that they feel they must use the shorthand instead of their preferred method.*  *Again, see earlier consultant comment about server perception of the issue – the servers underestimate the number of errors they are making when using their own methods.* |

## What resource factors (tools, equipment, materials, and physical space available to engage in the behavior) affect whether the performer will engage in the desired or undesired behavior?

## From the perspective of the performer, does each of these antecedents prompt or deter current instances of the behavior?

## From the perspective of the performer, does each of these antecedents happen immediately prior to or more distally prior to the behavior?

## From the perspective of the performer, does each of these antecedents have a strong or weak influence over the behavior?

## From the perspective of the performer, is each of these antecedents likely or unlikely to occur?

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| **Behavior** | **3. Current/Past Circumstances** | **3a. E-Answers** | **3b. T-Answers** | **3c. I-Answers** | **3d. P-Answers** |
| ***Desired*** | **Q: What tools and/or materials are required to take an order? How does the availability of those required tools and/or materials affect whether you use shorthand?**  *The servers indicated that was another one of the biggest factors affecting whether they use their own method or the shorthand. In order to write an order down on an order pad, you have to have an order pad – the restaurant does not have enough of these for all servers. This is usually ok on slow shifts or shifts when fewer servers are scheduled. However, it is a big problem when there are a lot of servers scheduled, especially if servers accidentally took order pads home and forgot to bring them back. But servers taking them home is NOT the big issue – the big issue is that there just aren’t enough of the order pads.*  *The senior consultants’ observations support this server statement. The consultants only counted about 5 order pads total on any given shift, much fewer than what is needed for a busy shift. The senior consultants also asked management if there were more and how much they cost. Management said they didn’t have any more, but had “been meaning to get more of those.” The order pads themselves cost $5.70 for a 10 pack of pads, which have 100 sheets per pad. The order books cost $5.84/book. Management indicated they felt that a total of 50 books/pads would be sufficient – we asked the servers and they agreed that 50 was a reasonable number to have on hand (and they suggested that they should be replaced every 2-3 years or as they start to look too worn). The total cost for 50 books and 50 pads is $320.50. The senior consultants determined that, given the average cost of an order error ($10) and the average number of errors per week (5), it would take about 6.5 weeks to break even on the investment and about 7 weeks to see a return on the investment.* | **Q: Does either having or not having the tools and materials affect whether you use the shorthand? Why and how?**  *The servers indicated that this was another one of the biggest factors affecting whether they use the shorthand. If there aren’t order pads available, the server has to just try to commit the order to memory. They cannot write it down, so they definitely cannot use the shorthand.* | **Q: Does the timing of when you get the tools and/or materials affect whether you use the shorthand? Why and how?**  *If they don’t have an order pad, it immediately affects reduces their ability to use shorthand.* | **Q: How much of a factor would you say tools/materials availability is on your use of shorthand?**  *The servers indicated that this was one of the biggest factors affecting whether they use their alternative or the shorthand.* | **Q: How likely are you to have the tools and materials you need in order to use the shorthand?**  *When it’s busy, it’s very likely they will not have enough order pads.* |
| ***Undesired*** | **Q: What tools and/or materials are required to take an order? How does the availability of those required tools and/or materials affect whether you use your alternative method of order taking?**  *The servers indicated that was another one of the biggest factors affecting whether they use their own method or the shorthand. The restaurant does not have enough order pads, so they are forced to engage in the undesired behavior of committing orders to memory.* | **Q: Does either having or not having the tools and materials affect whether you use your alternative method of order taking? Why and how?**  *If there aren’t order pads available, the server has to just try to commit the order to memory. They cannot write it down, so they definitely cannot use the shorthand.* | **Q: Does the timing of when you get the tools and/or materials affect whether you use your alternative method of order taking? Why and how?**  *If they don’t have an order pad, it immediately affects their order taking (and they immediately have to commit the order to memory instead of writing it down).* | **Q: How much of a factor would you say tools/materials availability is on your use of your alternative method of order taking?**  *The servers indicated that this was one of the biggest factors affecting whether they use their alternative or the shorthand.* | **Q: How likely are you to have the tools and materials you need in order to use your alternative method of order taking?**  *When it’s busy, it’s very likely they will not have enough order pads.* |

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## What tangible consequences does the performer experience (what does the performer receive or lose) when they engage in the desired or undesired behavior?

## From the perspective of the performer, does each of these consequences encourage or discourage future instances of the behavior?

## From the perspective of the performer, does each of these consequences happen immediately or after a delay?

## From the perspective of the performer, does each of these consequences have a strong or weak influence over the behavior?

## From the perspective of the performer, is each of these consequences likely or unlikely to occur?

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| **Behavior** | **1. Current/Past Circumstances** | **1a. E-Answers** | **1b. T-Answers** | **1c. I-Answers** | **1d. P-Answers** |
| ***Desired*** | **Q: Do you ever get anything from your manager (bonus, small gift, etc.) for using the shorthand? If so, what? How is that done?**  *N/A - No, the servers do not get anything for using the shorthand.*  **IMPORTANT: FOR ALL N/A CONSEQUENCES, YOU CAN LEAVE THE DIAGNOSTIC DIAGRAM BLANK. ANY INFORMATION PROVIDED AFTER THE N/A IS JUST FOR CLARIFICATION.** | **Q: Do these things encourage to you use the shorthand more often, or discourage you from using it?**  *N/A*  **IMPORTANT: FOR ALL N/A CONSEQUENCES, YOU CAN LEAVE THE DIAGNOSTIC DIAGRAM BLANK. ANY INFORMATION PROVIDED AFTER THE N/A IS JUST FOR CLARIFICATION.** | **Q: Do you get these things right away after you use the shorthand, or is it after some delay?**  *N/A*  **IMPORTANT: FOR ALL N/A CONSEQUENCES, YOU CAN LEAVE THE DIAGNOSTIC DIAGRAM BLANK. ANY INFORMATION PROVIDED AFTER THE N/A IS JUST FOR CLARIFICATION.** | **Q: How important or valued are these things to you? How much influence does getting these things have on your use of shorthand? Does it have a great effect? Moderate? Little? None?**  *N/A*  **IMPORTANT: FOR ALL N/A CONSEQUENCES, YOU CAN LEAVE THE DIAGNOSTIC DIAGRAM BLANK. ANY INFORMATION PROVIDED AFTER THE N/A IS JUST FOR CLARIFICATION.** | **Q: How likely is it that you will receive these things for using the shorthand? Would you ever just get them anyway (even if you don’t use the shorthand)?**  *N/A*  **IMPORTANT: FOR ALL N/A CONSEQUENCES, YOU CAN LEAVE THE DIAGNOSTIC DIAGRAM BLANK. ANY INFORMATION PROVIDED AFTER THE N/A IS JUST FOR CLARIFICATION.** |
| **Q: Do you ever get better tips on tables when you use the shorthand?**  *N/A - No, not directly due to using shorthand.*  ***Consultant note – Servers do not receive better tips for using shorthand, BUT they receive better tips when they make fewer order errors, and that is more likely when they use the shorthand. So, tips improve when the PERFORMANCE is better, but the consequence (better tips) is not directly contingent on the shorthand behavior. It might be important to ensure that any solutions we build highlight the relationships between the behavior and the performance, and the performance and the consequence.*** | **Q: Do the better tips encourage to you use the shorthand more often, or discourage you from using it?**  *N/A* | **Q: Do you get the better tips right away after you use the shorthand, or is it after some delay?**  *N/A* | **Q: How important or valued are better tips to you? How much influence does getting better tips have on your use of shorthand? Does it have a great effect? Moderate? Little? None?**  *N/A (Better tips are very important, but servers do not see how shorthand is related to better tips).*  *See earlier consultant comment about servers not seeing the relationship between using shorthand and having fewer errors, which leads to better tips.* | **Q: How likely is it that you will receive better tips when you use the shorthand? Would you ever just get them anyway (even if you don’t use the shorthand)?**  *The servers indicated that they did not feel that they receive better tips when using the shorthand. They indicated that they do believe that order errors result in lower tips, but they do not think order errors are related to the order taking method they use.*  *See earlier consultant comment about servers not seeing the relationship between using shorthand and having fewer errors, which leads to better tips. This relationship DOES exist – the servers just are not seeing it right now. They haven’t seen the data that shows that using shorthand reduces errors.* |
| ***Undesired*** | **Q: Do you ever get anything from your manager (bonus, small gift, etc.) for using your alternative method of taking orders? If so, what? How is that done?**  *N/A - No, the servers do not get anything for using one order taking method over another.* | **Q: Do these things encourage to you use your method more often, or discourage you from using it?**  *N/A* | **Q: Do you get these things right away after you take orders with your method, or is it after some delay?**  *N/A* | **Q: How important or valued are these things to you? How much influence does getting these things have on your use of the alternative way of taking orders? Does it have a great effect? Moderate? Little? None?**  *N/A* | **Q: How likely is it that you will receive these things for using the using your method of order taking? Would you ever just get them anyway (even if you don’t use your method)?**  *N/A* |
| **Q: Do you ever get better tips on tables when you use your method of order taking instead of the shorthand?**  *N/A - No, not directly due to using alternative order taking method.*  ***Consultant note – Servers do not receive better or worse tips for using their own method of order taking, BUT they receive worse tips when they make more order errors, and that is more likely when they use their alternative methods. So, tips are worse when the PERFORMANCE is worse, but the consequence (worse tips) is not directly contingent on the alternative order taking behavior. It might be important to ensure that any solutions we build highlight the relationships between the behavior and the performance, and the performance and the consequence.*** | **Q: Do the better tips encourage to you use your method more often, or discourage you from using it?**  *N/A* | **Q: Do you get the better tips right away after you use your method, or is it after some delay?**  *N/A* | **Q: How important or valued are better tips to you? How much influence does getting better tips have on your use of your method of order taking? Does it have a great effect? Moderate? Little? None?**  *N/A (Better tips are very important, but servers do not see how order taking method is related to better tips).*  *See earlier consultant comment about servers not seeing the relationship between using their alternative order taking approach and having more errors, which leads to worse tips.* | **Q: How likely is it that you will receive better tips when you use your method? Would you ever just get them anyway (even if you don’t use your method)?**  *The servers indicated that they did not feel that they receive better tips when using their method. They indicated that they do believe that order errors result in lower tips, but they do not think order errors are related to the order taking method they use.*  *See earlier consultant comment about servers not seeing the relationship between using shorthand and having fewer errors, which leads to better tips. This relationship DOES exist – the servers just are not seeing it right now. They haven’t seen the data that shows that using shorthand reduces errors.* |

## What social consequences does the performer experience (what do other people say or do) when they engage in the desired or undesired behavior?

## From the perspective of the performer, does each of these consequences encourage or discourage future instances of the behavior?

## From the perspective of the performer, does each of these consequences happen immediately or after a delay?

## From the perspective of the performer, does each of these consequences have a strong or weak influence over the behavior?

## From the perspective of the performer, is each of these consequences likely or unlikely to occur?

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| **Behavior** | **2. Current/Past Circumstances** | **2a. E-Answers** | **2b. T-Answers** | **2c. I-Answers** | **2d. P-Answers** |
| ***Desired*** | **Q: Does your manager ever say anything to you about using the shorthand? If so, what? How is that done? Does the manager ever praise you for using it? Does the manager ever yell at you for using it?**  *N/A, the managers never say anything about HOW servers take orders (good or bad). They just yell at the servers if the orders are incorrect in the PoS.*  ***Consultant note: Nobody ever draws the line between the method servers use to take the order and order errors.*** | **Q: Do your manager’s comments encourage you to use the shorthand or discourage you from using it?**  *N/A*  ***Consultant note: Nobody ever draws the line between the method servers use to take the order and order errors.*** | **Q: Does your manager say something right away when you use the shorthand, or is it after a delay?**  *N/A – The yelling is delayed (after the order error has been discovered), but the comments are never even about how they actually take the order.*  ***Consultant note: Nobody ever draws the line between the method servers use to take the order and order errors.*** | **Q: How important or valued are your manager’s comments to you? How much influence does your manager’s praise or yelling have on your use of shorthand? Does it have a great effect? Moderate? Little? None?**  *N/A - All servers said they value their manager’s comments, but that the managers never comment on how they take orders. The managers only yell at them about order errors. The managers never tell them HOW to reduce order errors.*  ***Consultant note: Nobody ever draws the line between the method servers use to take the order and order errors.*** | **Q: How likely is it that your manager would praise you for using the shorthand? How likely is it that your manager would yell at you for using it? Would you ever just be praised or yelled at anyway (even if you don’t use the shorthand)?**  *N/A – It is very unlikely that they would be praised or yelled at for using shorthand – nothing happens.*  ***Consultant note: Nobody ever draws the line between the method servers use to take the order and order errors.*** |
| **Q: Do other servers ever say anything to you about using the shorthand? If so, what? How is that done? Do they ever praise you for using it? Do they ever yell at you for using it?**  *N/A, see answer for manager – applies here as well.*  ***Consultant note: Nobody ever draws the line between the method servers use to take the order and order errors.*** | **Q: Do the other servers’ comments encourage you to use the shorthand or discourage you from using it?**  *N/A, see answer for manager – applies here as well.*  ***Consultant note: Nobody ever draws the line between the method servers use to take the order and order errors.*** | **Q: Do the other servers say something right away when you use the shorthand, or does it happen after a delay?**  *N/A, see answer for manager – applies here as well.*  ***Consultant note: Nobody ever draws the line between the method servers use to take the order and order errors.*** | **Q: How important or valued are the other servers’ comments to you? How much influence does their praise or yelling have on your use of shorthand? Does it have a great effect? Moderate? Little? None?**  *N/A, see answer for manager – applies here as well.*  ***Consultant note: Nobody ever draws the line between the method servers use to take the order and order errors.*** | **Q: How likely is it that the other servers would praise you for using the shorthand? How likely is it that they would yell at you for using it? Would you ever just be praised or yelled at anyway (even if you don’t use the shorthand)?**  *N/A, see answer for manager – applies here as well.*  ***Consultant note: Nobody ever draws the line between the method servers use to take the order and order errors.*** |
| **Q: Does anyone else (customers, kitchen/bar) ever say anything to you about using the shorthand? If so, what? How is that done? Do they ever praise you for using it? Do they ever yell at you for using it?**  *N/A, see answer for manager – applies here as well.*  ***Consultant note: Nobody ever draws the line between the method servers use to take the order and order errors.*** | **Q: Do these individuals’ comments encourage you to use the shorthand or discourage you from using it?**  *N/A, see answer for manager – applies here as well.*  ***Consultant note: Nobody ever draws the line between the method servers use to take the order and order errors.*** | **Q: Do these other individuals say something right away when you use the shorthand, or does it happen after a delay?**  *N/A, see answer for manager – applies here as well.*  ***Consultant note: Nobody ever draws the line between the method servers use to take the order and order errors.*** | **Q: How important or valued are these other individuals’ comments to you? How much influence does their praise or yelling have on your use of shorthand? Does it have a great effect? Moderate? Little? None?**  *N/A, see answer for manager – applies here as well.*  ***Consultant note: Nobody ever draws the line between the method servers use to take the order and order errors.*** | **Q: How likely is it that the other individuals would praise you for using the shorthand? How likely is it that they would yell at you for using it? Would you ever just be praised or yelled at anyway (even if you don’t use the shorthand)?**  *N/A, see answer for manager – applies here as well.*  ***Consultant note: Nobody ever draws the line between the method servers use to take the order and order errors.*** |
| ***Undesired*** | **Q: Does your manager ever say anything to you about using your alternative method of order taking? If so, what? How is that done? Does the manager ever praise you for using it? Does the manager ever yell at you for using it?**  *N/A, see answers for the desired behavior – they apply here as well.*  ***Consultant note: Nobody ever draws the line between the method servers use to take the order and order errors.*** | **Q: Do your manager’s comments encourage you to use your alternative method of order taking or discourage you from using it?**  *N/A, see answers for the desired behavior – they apply here as well.*  ***Consultant note: Nobody ever draws the line between the method servers use to take the order and order errors.*** | **Q: Does your manager say something right away when you use your alternative method of order taking, or is it after a delay?**  *N/A, see answers for the desired behavior – they apply here as well.*  ***Consultant note: Nobody ever draws the line between the method servers use to take the order and order errors.*** | **Q: How important or valued are your manager’s comments to you? How much influence does your manager’s praise or yelling have on your use of your alternative method of order taking? Does it have a great effect? Moderate? Little? None?**  *N/A, see answers for the desired behavior – they apply here as well.*  ***Consultant note: Nobody ever draws the line between the method servers use to take the order and order errors.*** | **Q: How likely is it that your manager would praise you for using your alternative method of order taking? How likely is it that your manager would yell at you for using it? Would you ever just be praised or yelled at anyway (even if you don’t use your alternative method of order taking)?**  *N/A, see answers for the desired behavior – they apply here as well.*  ***Consultant note: Nobody ever draws the line between the method servers use to take the order and order errors.*** |
| **Q: Do other servers ever say anything to you about using your alternative method of order taking? If so, what? How is that done? Do they ever praise you for using it? Do they ever yell at you for using it?**  *N/A, see answers for the desired behavior – they apply here as well.*  ***Consultant note: Nobody ever draws the line between the method servers use to take the order and order errors.*** | **Q: Do the other servers’ comments encourage you to use your alternative method of order taking or discourage you from using it?**  *N/A, see answers for the desired behavior – they apply here as well.*  ***Consultant note: Nobody ever draws the line between the method servers use to take the order and order errors.*** | **Q: Do the other servers say something right away when you use your alternative method of order taking, or does it happen after a delay?**  *N/A, see answers for the desired behavior – they apply here as well.*  ***Consultant note: Nobody ever draws the line between the method servers use to take the order and order errors.*** | **Q: How important or valued are the other servers’ comments to you? How much influence does their praise or yelling have on your use of your alternative method of order taking? Does it have a great effect? Moderate? Little? None?**  *N/A, see answers for the desired behavior – they apply here as well.*  ***Consultant note: Nobody ever draws the line between the method servers use to take the order and order errors.*** | **Q: How likely is it that the other servers would praise you for using your alternative method of order taking? How likely is it that they would yell at you for using it? Would you ever just be praised or yelled at anyway (even if you don’t use your alternative method of order taking)?**  *N/A, see answers for the desired behavior – they apply here as well.*  ***Consultant note: Nobody ever draws the line between the method servers use to take the order and order errors.*** |
| **Q: Does anyone else (customers, kitchen/bar) ever say anything to you about using your alternative method of order taking? If so, what? How is that done? Do they ever praise you for using it? Do they ever yell at you for using it?**  *N/A, see answers for the desired behavior – they apply here as well.*  ***Consultant note: Nobody ever draws the line between the method servers use to take the order and order errors.*** | **Q: Do these individuals’ comments encourage you to use your alternative method of order taking or discourage you from using it?**  *N/A, see answers for the desired behavior – they apply here as well.*  ***Consultant note: Nobody ever draws the line between the method servers use to take the order and order errors.*** | **Q: Do these other individuals say something right away when you use your alternative method of order taking, or does it happen after a delay?**  *N/A, see answers for the desired behavior – they apply here as well.*  ***Consultant note: Nobody ever draws the line between the method servers use to take the order and order errors.*** | **Q: How important or valued are these other individuals’ comments to you? How much influence does their praise or yelling have on your use of your alternative method of order taking? Does it have a great effect? Moderate? Little? None?**  *N/A, see answers for the desired behavior – they apply here as well.*  ***Consultant note: Nobody ever draws the line between the method servers use to take the order and order errors.*** | **Q: How likely is it that the other individuals would praise you for using your alternative method of order taking? How likely is it that they would yell at you for using it? Would you ever just be praised or yelled at anyway (even if you don’t use your alternative method of order taking)?**  *N/A, see answers for the desired behavior – they apply here as well.*  ***Consultant note: Nobody ever draws the line between the method servers use to take the order and order errors.*** |

## What natural consequences does the performer experience (experience of engaging in the behavior itself) when they engage in the desired or undesired behavior?

## From the perspective of the performer, does each of these consequences encourage or discourage future instances of the behavior?

## From the perspective of the performer, does each of these consequences happen immediately or after a delay?

## From the perspective of the performer, does each of these consequences have a strong or weak influence over the behavior?

## From the perspective of the performer, is each of these consequences likely or unlikely to occur?

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| **Behavior** | **3. Current/Past Circumstances** | **3a. E-Answers** | **3b. T-Answers** | **3c. I-Answers** | **3d. P-Answers** |
| ***Desired*** | **Q: Does it take more time or less time to use the shorthand than it does to use your alternative method? How much more or less time?**  *All servers indicated that It takes a little more time at first, because they have to get used to it. Once they are used to using it (like when they are busy and taking orders from fast-talking customers), it goes faster. They just need to “get back into the practice of it.”* | **Q: Does the time difference encourage to you use the shorthand more often, or discourage you from using it?**  *All servers indicated that It discourages them from using it.* | **Q: Does the saved or lost time happen right away or after some delay (later in the shift)?**  *It happens right away.* | **Q: How important or valued is the saved or lost time? How much influence does it have on your use of shorthand? Does it have a great effect? Moderate? Little? None?**  *Very important! In fact, the only time servers will use the shorthand is if the alternative would definitely result in errors or missing information.*  ***Consultant note: All told, it actually would take longer to write a full order using their long form way of writing. However, the servers’ seem to be reacting to how long it takes to get the first few pieces of information written down when using shorthand, because they have to take time to think about it. Could be an opportunity to either build some practice exercises for them to get faster at the shorthand and/or give them feedback on the overall time it takes to do their way vs the shorthand.*** | **Q: How likely is it that you will save or lose time for using the shorthand?**  *All servers indicated that they believed it was very likely that they would lose time (it would take longer) using the shorthand.* |
| **Q: Does it take more or less effort to use the shorthand than it does your alternative method? How much more or less effort?**  *All servers answered this the same way the answered the time question – that is, it takes more effort at first until they get used to using it again.* | **Q: Does the difference in effort required encourage to you use the shorthand more often, or discourage you from using it?**  *Same as above, but with effort instead of time.* | **Q: Does the saved or spent effort happen right away or after some delay (later in the shift)?**  *Same as above, but with effort instead of time.* | **Q: How important or valued is the saved or spent effort? How much influence does it have on your use of shorthand? Does it have a great effect? Moderate? Little? None?**  *Same as above, but with effort instead of time.* | **Q: How likely is it that you will save or spend more effort using the shorthand?**  *Same as above, but with effort instead of time.* |
| **Q: Which method feels more comfortable? Why? How much more comfortable is one method over the other? Aside from the questions already asked, are there any other reasons you do not use the shorthand?**  *All servers indicated that they felt more comfortable doing it their alternative way (not the shorthand). In other words, shorthand is uncomfortable.*  *The servers provided no other reasons for using the alternative or not using the shorthand.* | **Q: Does the comfort factor or other reason(s) encourage to you use the shorthand more often, or discourage you from using it?**  *Discourages.* | **Q: Do you experience the change in comfort or other factors identified right away or after some delay (later in the shift)?**  *Immediately.* | **Q: How important or valued is the comfort factor or any other factor you identifed? How much influence does it have on your use of shorthand? Does it have a great effect? Moderate? Little? None?**  *Very important.* | **Q: How likely is it that you will feel more or less comfortable using the shorthand? How likely are the other factors that impact your use of shorthand?**  *Very likely.* |
| ***Undesired*** | **Q: Does it take more time or less time to use alternative than it does to use the shorthand?**  *All servers indicated that It takes less time to use their own alternative method.* | **Q: Does the time difference encourage to you use your method more often, or discourage you from using it?**  *Encourages.* | **Q: Does the saved or lost time happen right away or after some delay (later in the shift)?**  *Immediately.* | **Q: How important or valued is the saved or lost time? How much influence does it have on your use of your alternative? Does it have a great effect? Moderate? Little? None?**  *Very important.* | **Q: How likely is it that you will save or lose time for using your alternative?**  *Very likely.* |
| **Q: Does it take more or less effort to use your alternative than it does the shorthand?**  *All servers indicated that It takes less effort to use their own alternative method.* | **Q: Does the difference in effort required encourage to you use your method more often, or discourage you from using it?**  *Encourages.* | **Q: Does the saved or lost effort happen right away or after some delay (later in the shift)?**  *Immediately.* | **Q: How important or valued is the saved or lost effort? How much influence does it have on your use of your alternative? Does it have a great effect? Moderate? Little? None?**  *Very important.* | **Q: How likely is it that you will save or spend more effort using your alternative?**  *Very likely.* |
| **Q: Which method feels more comfortable? Why? Aside from the questions already asked, are there any other reasons you use your alternatives instead of the shorthand?**  *All servers indicated that It feels more comfortable to use their own alternative method.* | **Q: Does the comfort factor or other reason(s) encourage to you use your method more often, or discourage you from using it?**  *Encourages.* | **Q: Do you experience the change in comfort or other factors identified right away or after some delay (later in the shift)?**  *Immediately.* | **Q: How important or valued is the comfort factor or any other factor you identifed? How much influence does it have on your use of your alternative? Does it have a great effect? Moderate? Little? None?**  *Very important.* | **Q: How likely is it that you will feel more or less comfortable using your alternative? How likely are the other factors that impact your use of your alternative?**  *Very likely.* |