



# Pan Globe In-Tray: Exercise Description

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# Pan Globe

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## Background

Pan Globe is an in-tray exercise which requires participants to be able to prioritise, organise, and action plan around a series of typical events in general management. The scenario is located in a retail context with participants taking the role of General Manager of a large retail concession in a regional airport. The in-tray is intended for senior managers and aspiring executives, presenting a number of challenges (some strategic) which must be met in a relatively short time-scale. The exercise applicable to any sector where there is some customer and delivery focus. This is a written exercise that is completed individually, but can be administered to a group of candidates simultaneously.

The competencies that are relevant to this exercise and can be used as rating dimensions are as follows:

**Strategic Perspective**  
**Analysis & Problem Solving Skills**  
**Written Communication Skills**  
**Drive**  
**Organisation**  
**Business Awareness**  
**Team Orientation**  
**Customer Focus**

Users may select the most appropriate of these or substitute versions of the above competencies from their own existing competency framework as desired.

A short set of Administration Instructions describes the task for candidates. Candidates have 60 minutes in which to review their papers and construct their responses. The exercise can comfortably be administered to groups of up to 12 provided there is ample desk space available for each.

## Exercise Content

The initial Participant Brief consists of 1 page of instructions for how to complete the task and 2 page of background information describing the current situation at Pan Globe Trading Ltd. The task for candidates is to:

“a. Indicate the topic groupings for each item in the in-tray and the relative priority of each topic. The priority of a topic is determined both by its importance and its urgency. You should classify each topic in one of the three following bands of priority:

H = High Priority

M = Medium Priority

L = Low Priority

Use the attached forms to record your decisions.

b. For each topic indicate in note form WHY you have allocated it to a particular priority band and HOW you would deal with the matter. ”

An overview of the current situation is provided, including the following extract:

“For the next hour you will take on the role of Sam Walker, the General Manager at the Middletown Airport concession of Pan Globe Trading Ltd.

Middletown Airport is a large regional airport in the North West of England servicing domestic and international flights from two terminals. Formerly a Municipal Airport operated by the local council, it became Middletown Airport Plc in 1987 under the Airports Act of 1986. It opened its second terminal - an international terminal designed to handle 4 million passengers a year - in 1989. Last year the actual number of international passengers passing through the international terminal alone was 8.4 million and the Airport Authority now aspires to the creation of a second runway to enable further expansion and passenger throughput...”

The brief goes on to explain that the candidate has been asked by the HR Director to take over from the current General Manager who has suddenly been taken ill. The scene is set as follows:

“This leaves you with the task of working on your own through John Jackson's emails, letters and messages. Julie Evans, John's secretary, has been absent for a few days and apart from one or two routine matters the messages and papers have been building up untouched for some time. She is due back in the office on Monday, although you will have already left by the time she arrives. You have just 60 minutes to work through the in-tray, in which time you will have to identify the priority areas for attention and recommend appropriate action.”

There are 24 individual items (emails, letters, phone messages, etc.), relating to 20 topics. The topics range from sales analysis and marketing opportunities through to an alleged harassment case and customer complaints.

Candidates are provided with a structured Answer Booklet in which to record their responses.

## Assessor Manual

The Assessor Manual provides full background information (i.e. an Overview, Materials Required, Timing & Practical Arrangements, Relevant Competencies and Scoring). A separate set of Administration Instructions with a full administration script is provided.

The in-tray has been designed to be scored more quickly and efficiently than most. The scoring process is supported by a detailed scoring guide, structured assessor Report Form and a straightforward rating scheme. Full information about each topic and their relative priority is provided in the Assessor Manual along with detailed examples of appropriate and inappropriate actions for each topic.

## Quantities

The Administration Pack contains the following items:

- 12 Participant Briefs
- 12 sets of Participant Materials
- 12 Participant Report forms
- 2 sets of Admin Instructions
- 12 Assessor Report Forms
- 2 Assessor Manuals

After initial purchase of the Admin Pack, a Refill Pack may be purchased which contains the following consumable items:

- 12 Participant Briefs
- 12 sets of Participant Materials
- 12 Participant Report forms
- 12 Assessor Report Forms

Current pricing can be determined by reference to <http://www.sr-associates.com/pricing.html>

If desired, further queries as to the exercise demands and content can be made to:

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