**Missing Manager**

**Escape Room Exercise**

**Abstract:**

This exercise is designed to challenge teams to quickly identify roles to take in solving multiple, ill-defined problems and coordinating the results to solve the larger puzzle under time constraints. By modeling it after the now popular escape room games, people are engaged in solving the room and the experienced problems or successes in working together are quickly exposed. This exercise has been run with leadership fellows from an MBA program and undergraduates in an upper level elective. Since only aspects of the escape room will be used, a standard classroom with computer, projector, and internet access are needed.

**Keywords:**

* Teams
* Problem solving
* Time constraints

**Theoretical Foundation/Teaching Implications**

David A. Kolb’s second edition of *Experiential Learning: Experience as the Source of Learning and Development* (2015) truly provides the foundation for experiential learning. By providing the “concrete experience” of working with others to problem solve under duress, participants are then provided a debrief experience of “reflective observation” in which they can examine and critique their own performance. “Abstract conceptualization” occurs as course concepts are tied to their behaviors in the activity and “active experimentation” will occur in future interactions.

**Learning Objectives**

* Experience the team dynamics of working under time constraints
* Identify individuals’ strengths in solving different types of problems
* Integration of discrete information to solve the final problems
* Reflect on value of strategy
* Consider impact of emergent leadership

**Exercise Overview**

* The Missing Manager is a type of escape room, without a locked door. Teams (from 6 to 12individuals) enter a room staged as an office where clues abound. Participants are told that the manager, CJ Marshall, has disappeared. CJ is scheduled to provide recommendations for an acquisition in another country at the Board meeting scheduled to begin in just over 60 minutes. The 60 minute timer starts as they enter the room after they have been told they need to find the answers to 5 questions:
	+ Which country was selected for the acquisition target? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
	+ Which product is targeted? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
	+ What was the basis for CJ’s recommendation to the Board of Directors?

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* + What problem is CJ running from? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
	+ Where is CJ? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

The answers are found through several paths including:

* + Learning the password to the computer account from the title of the YouTube song.
	+ Solving a Word puzzle for the countries considered for the acquisition
	+ Solving a logic puzzle to determine the country and product
	+ Finding items in books, the mail, and in the trash to learn of the EEOC issue
	+ Missing piece of a US puzzle for where CJ is
	+ Cipher wheel to decipher Expedia password and country selection criteria
	+ Coded message to solve puzzle wheel to reveal YouTube video confirming the resolution - SUCCESS
* Outside Observers watch to make sure rules are followed (no Googling answers), penalties are applied for infractions, up to 3 clues are allowed but will take time off the timer.
* All participants are brought together to debrief what happened in their teams and how they could improve their future interactions.

**Session Description - 30 minute MOBTS session**

* 10 minutes Introduction to Escape Rooms and the physical setup of the Missing Manager Escape Room and the puzzle paths in a PowerPoint
* 8 minutes formation of teams to each solve the Word Puzzle and Logic Puzzle
* 2 minutes Play YouTube video message from the Missing Manage
* 10 minutes discussion and suggestions

**Appendix:**

**Missing Manager Facilitator’s Guide**

**Facilitator Pre-exercise Prep –** On the day of the exercise

* log into expedia.com with cjm.trojan.industries@gmail.com
* password: getawaynow
* search for one-way flights for today’s date from LAX to Redmond, OR and select one
* look at the “My Lists” to verify that it is under “Recently Viewed”

**Goals:**

* Experience the team dynamics of working under time constraints
* Identify individuals’ strengths in solving different types of problems
* Integration of discrete information to solve the final problems
* Reflect on value of strategy
* Consider impact of emergent leadership

**Setup:**

Must be run in Fertitta so that multiple double rooms can be used

Wall down between each set of 2 rooms, creating 6 double rooms [If running with a smaller class, can set up 4 rooms with a 4-room breakout room.]

All computers above conference table/desk logged into “elcgeneral” and projected to screen closest to the desk.

On conference table computer, pull up YouTube video on Chrome, pausing it at the start and then minimizing Chrome: <https://www.youtube.com/watch?v=8bl-vbBnJ3I>

On other screen in each room, project Missing Manager PowerPoint. [When the last slide is projected, hit enter to begin the 60-minute countdown.] Run the PP from the Booth Computer.

Remove keyboard and mouse for the computer monitor displaying PP. Leave the other keyboard and mouse in the room.

Conference table (one per double room) - Keyboards and mice on each conference table.

Headphones outside of each room

Place Room Signs outside each room and on the Whiteboard near the conference table/desk [Blue, Purple, Red, Yellow/Gold, Orange, Green]

Scratch paper in each room on the conference table

Each double room will include the following:

* Set of 3 Google maps attached to whiteboard
* Notice written in red ink on whiteboard: “INCREASING PENALTIES DEDUCTED FROM YOUR TIME FOR EVERY TIME YOU ATTEMPT TO PERFORM ONLINE SEARCHES! Cameras and the Informants are watching!”
* Conference table/desk facing the monitors with keyboard and mouse
* Scratch paper
* Clear Pencil Box with pens, pencils, paper clips and clasp for cipher wheel
* White scratch pad with Expedia account info page removed but revealed if rubbed over with a pencil.
* Deskpad calendar
	+ with cipher codes written on top sheet: Expedia – ROT2 Criteria – ROT3
	+ CJ Marshall business cards tucked in corner
	+ Half of Cipher Wheel tucked in corner
* Incoming file tray
	+ Word and Logic Puzzle
	+ Listing of Retaliation Attorneys
* Outgoing file tray
	+ Trojan Industries flyer
	+ Interoffice mail envelope to HR containing EEOC poster with postit note
* Wire trash can under 90o desk/table
	+ Crumbled center portion of message to Employment attorney
* Write coded message on the whiteboard under magnetic room letter: “Food – Misplaced password letter – EEOC issue”
* Small side table with puzzle box on it [Piece for Oregon removed]
* Other small side table
* Stack of books
	+ M&A Text with folded, coded Selection Criteria strip tucked inside
	+ HR Text with Discrimination section marked with resort brochure for 1/3 torn attorney form
	+ One of the Cipher wheels tucked into a book
	+ Assorted other books with the 3 brochures and other portions of Employment attorney form as bookmarks
* Place totes with handles under the monitors displaying the Missing Manger PP with “Cell Phones & Backpacks” sign above it.
* Puzzle wheel place in electrical box with CJ Marshall website address for her final video locked inside

**Facilitator Notes:**

* All the computer files used for the exercise were created under the elc.fighton@gmail.com [password: fighton!] account in the Missing Manager folder. These files were shared with cjmarshall.trojan.industries@gmail.com [password: ForWhatIt’sWorth] in view only mode.
* The YouTube clip minimize on Chrome under the elcgeneral login is the clue for the cjmarshall.trojan.inductires@gmail.com account. The account itself is discovered on a business card tucked into the deskpad.

**Materials***:*

Situation and Solve the Mysteries ½ sheet handout 1 per person

Can be printed on even amounts of the room colored paper for easy room assignments if not using class teams [Blue, Purple, Red, Yellow/Gold, Orange, Green]

Observation form with spreadsheet to record guesses on the back 1 per Observer

Room Signs - [Blue, Purple, Red, Yellow/Gold, Orange, Green] 2 per room (on whiteboard and at entry)

Cell Phones & Backpack signs 1 per room

Tote to collect cell phones & backpacks 1 per room

Countries that start with M crossword 1 per room

Logic Puzzle and form 1 per room

CJ Marshall business cards 1 per room

Trojan Industries flyer 1 per room

United States map puzzles (with Oregon removed) 1 box per room

Cipher wheel disassembled 1 per room

Message pad with embedded info 1 per room

Expedia password “getawaynow” ROT2 code= “igvcycapqy”

Stack of 6 books including

* + 1 HR text with torn attorney sheet in discrimination section
	+ 1 M&A text with Cipher coded “Board Recommendation Selection Justification” tucked in
	+ Assortment of other books with other half of cipher wheel in 1 and ripped up attorney form and brochures in others

Clasp for cipher wheel in pencil box

Puzzle wheel placed in electrical box with CJ Marshall website address for her final video locked inside

Strip of paper with web address for CJ Marshall’s final message for puzzle box: <https://goo.gl/PH33ph>

CJ Marshall’s final video message

**Activity:**

Best to meet in the classroom initially so that students will not begin exploring their rooms. If that is not possible, meet students outside the JFF ELC and explain the exercise and determine room assignments. [Check with professor if they should work in teams or be randomly assigned.] If not working in their class teams, have the class count off by the number of rooms you will be using for the escape room (max is 6). Have students gather outside their rooms until instructed to enter. Let them know, that the timer will start when they enter their rooms and they will be docked 2 minutes for any time they try to Google something or make an incorrect guess.

Announce:

Welcome to the ELC; introduce self and exercise.

* + If group is new to the ELC, explain:
	+ Learning through doing
	+ Try new behaviors with minimal consequences
	+ Windows, cameras, no YouTube
	+ Activities designed to focus on key concepts
	+ Non-electronics device zone; To be in the moment

“You will be working with your group to solve problems, much like the popular escape rooms. Let me explain your Missing Manager situation:”

[Included in the PowerPoint are the room layout slides for either the 4 or 6 escape room setups. Display the appropriate slide when dispatching the teams.]

Display PowerPoint if first meeting in classroom and distribute handouts. Display Missing Manger PP from the Booth PC to the monitors not designated for the “desk” conference table. With a 6 room setup, that will be rooms A, D, F, G, K, N. For a 4 room with debrief setup that will be rooms A, B, C, D, F, G, K, N. You will be able to start the timer for all rooms when you hit enter after the third slide is displayed.

Go over the first PP slide:



“Before we begin, I need one volunteer from each group to act as an Observer or possibly an Informant. Please join me in the hallway once everyone enters their rooms. Since we need to eliminate the urge to Google, all cellphones and laptops must be turned off and stowed in your backpack in the storage tote for your room. No one should have a cellphone on your person. Once you enter the room, all backpacks need to be stowed in or near the bin under the monitor displaying the situation. Remember there is a camera focused on the bin so you must resist the temptation to access your belongings during the exercise. As you enter your rooms, the 60 minute countdown begins.”

Advance PP slide and notify Tech that you are about to begin the countdown. After going over the slide, you will start the countdown timer by hitting enter on this slide,



Explain to the Observers that they are to sit outside the room across the hall from the team that selected them and begin listening in to what is happening in that room. [Observers are to observe a group other than the one that picked them as Observers.] They need to meticulously observe what is occurring and use the Observer form to collect their thoughts. They will be called on during the debrief to lead the questioning of their observed group. Explain to the Observers that they are observing how the team interacts and the emergence of leadership. How are tasks divided? What type of conflict emerges and how is it dealt with? Identify individuals who seemed to disengage and those who thrived? What questions should be asked of them in the debrief? Let the Observers know that they should come to you with any questions that their group places in the message box and the limit is 3 questions.

In addition to closely observing the group dynamics occurring in their rooms, Observers have the additional duty of recording all of their team’s questions asked, guesses submitted and adjusting the time for incorrect guesses or prohibited internet searches. For example, if a team submits 2 incorrect guesses and a prohibited google search, their session would end with 6 minutes remaining on the counter and the Observer would be the person that opens the door and explains that their time is up. Also, if teams continue to do internet searches, their penalties will double – second search 4 minute penalty, third is 8 minute penalty, fourth is 16 minutes, fifth is 32 minutes.

Go over the worksheet on the back of their Observer form to ensure their understanding of what to record.

Monitor the room activities and provide up to 3 answers for each group. Your Observers should bring you the questions as they are sent through the message boxes.

CLIPS – Watch for examples of teamwork; problem solving; disengagement; conflict.

As teams submit their guesses on their initial handouts, have their Observer bring it to you. If they have gotten everything correct they should have solved the final puzzle and are watching the Message from CJ. Record their time and open their room door with a hearty congratulations. If they missed some, tell them which ones they missed, their adjusted time for completion (2 minute deduction for each incorrect submittal) and leave the door closed. They can definitely try again if they still have time. In fact, if the team’s time is up because of penalties, they can continue to work on the puzzles until the full 60 minutes are up. They just will not be listed as having solved the mysteries.

Have the Observers note results on whiteboard.

Watch the countdown and make periodic announcements about remaining time. Count off the last 10 seconds.

If needed, ask your Techs to breakdown walls for the debrief.

If at all possible, cluster chairs for the number in each group plus their Observer.

Announce that teams should come to the debrief rooms and sit together.

Debrief

Publishing:

* Overall reactions to the exercise
* On whiteboard ask Observers to fill in the numbers:

Room | # of Questions Asked | # of Correct Responses | # of Answer Attempts | Penalty Minutes | Minutes taken

Poll the class for the answers to each question and how it was determined

Clips of each Room who then reflect on their experience

Observers report and questions for specific individuals

Processing:

What were the team dynamics of working under time constraints?

Were you able to identify individuals’ strengths in solving different types of problems?

Were you able to integrate discrete information to solve the final problems?

What was your team’s strategy?

Was there an emergent leader in your group?

Room/individuals respond

Generalizing:

What did this experience teach you about team work?

What did you learn about yourself in an ambiguous and potentially stressful team situation?

If doing this again, what might you do differently?

Application

How can you use what you discovered today?

Missing Manager

Answers

Which country was selected for the acquisition target? Mynamar

Which product is targeted? Black Matpe Beans

What specific recommendation was CJ going to make to the Board of Directors? Mynamar has the least number of required days off so Trojan Industries should invest there.

What problem is CJ running from? Retaliation lawsuit against Trojan Industries due to CJ’s testimony supporting a disability harassment claim by Need Help.

Where is CJ? McMenamins Old St. Francis School Hotel in Bend, OR

Codes for Final Puzzle Box

[which reveals the site for final CJ video message hidden inside]

1. Black Matpe Beans B

2. Misplaced letter in login password T

3. EEOC issue R

Pathways to Revealing Clues

Google login – Business card [Lists the email address for CJ Marshall]

Google password – Listen to the music and pay attention to the beginning [Password is the title of the song with no spaces with each word beginning with a capital and the ‘appropriately placed. “ForWhatIt’sWorth]

Expedia account info revealed by gently rubbing a pencil over the indented top page of the note pad on the desk.

Correspondence regarding the retaliation lawsuit that CJ is initiating is found in emails to and from “couldreallyuseyourhelp@hotmail.com [password: fighton!]. CJ testified for Need Help in a disability suit against Trojan Industries and CJ now feels the company is retaliating with less desirable assignments. Participants discover the testimony via CJ’s gmail account.

The CEO of Trojan Industries hates governmental interference in business so the least days off was the deciding factor for the acquisition country.

Noted on 11/11 is Cipher code ROT3 [for Selection Criteria code ohdvw gdbv rii on message in M&A book]

Cipher Code on whiteboard for Expedia password ROT2 [for Expedia code igvcycapqy on note pad for password “getawaynow”]

|  |  |
| --- | --- |
|  Trojan Industries Industries CJ MarshallInternational Partnerships213-821-7017cjm.trojan.industries@gmail.com |  Trojan Industries IndustriesCJ MarshallInternational Partnerships213-821-7017cjm.trojan.industries@gmail.com |

**Message from CJ Marshall**

Script

[Filmed from a laptop in a darkened room. CJ in a hoody with the camera focused away from her face. Entire script should be read with a flat affect.]

CJ: So you discovered all my clues. Congratulations. Just means I need to do a better job next time.

I guess you deserve an explanation, or perhaps a warning.

For the past 5 years, I have had the best job imaginable. I traveled to exotic countries and investigated alternative nutritional food sources. In many cases, Trojan Industries was the first to introduce a new nutritional food unknown to the U.S. public. Remember acai? That was me.

It all changed when Need Help asked me to testify in the discrimination suit before the EEOC. Need Help’s struggle with depression was protected under the Americans with Disabilities Act so it was a no brainer for me to testify as to what happened. What Trojan Industries did was wrong but I had faith that they would learn from the error and improve their policies. Was I wrong! After testifying for Need Help, some use-to-be-intern was suddenly traveling across the world with the VP of Acquisitions and I was relegated to analyzing their reports from the field.

I talked to Stacy Jackson, the HR Director, repeatedly to no avail. Before filing a retaliation complaint with the EEOC, I wanted to get the company’s attention and decided that the upcoming board presentation would do it. I still care about Trojan Industries so that’s why I left the breadcrumbs for you that would lead to the recommendations.

But just to make sure you got it right, the recommendation is to acquire a company in Myanmar that processes Black Matpe Beans. The selection for Myanmar was due to their having the lowest number of required paid days off. Our CEO hates to pay for days off, that’s why Trojan Industries only has 5 paid holidays.

If you need to contact me, leave a message at the McMenamins Old St. Francis School Hotel. I have family here in Bend. Who knows, I may just stay here. For what it’s worth.

Missing Manager

Puzzle Paths

Email Account

\* Find CJ’s business card revealing login ID tucked in deskpad [CJM.trojan.industries@gmail.com]

\* For What It’s Worth YouTube clip on minimized Chrome revealing the password [ForWhatIt’sWorth]

Country

\* Word Puzzle revealing the countries to use with the logic puzzle

\* cjm.trojan.industries@gmail.com shared with me files for each country. Only the Myanmar file contains documents about acquisitions

Product

\* Trojan Industries flyer in out basket, identifying type of business

\* Logic puzzle answer ties Myanmar to the Black Matpe Beans

\*Notes on deskpad calendar, specific dates with Cipher code for Selection Criteria and Expedia password

Codes

\* Cipher wheel taken apart in a book, on deskpad, in pencil box

\* Coded message Cipher wheel code for Expedia password and Selection Criteria noted on corner of whiteboard (Expedia) and on calendar for Selection Criteria code.

\* Code for puzzle wheel [which reveals the site for final CJ video message hidden in

1. Login password T 2. Black Matpe Beans B

3. EEOC poster R

Investigation

\* EEOC poster with note to HR Director in Interoffice mailing envelope

\* Torn up paper used as bookmarks in books on desk and 1/3 in trash with request for info on attorney form

\* Thank you email from couldreallyuseyourhelp@hotmail.com

\*

Gone To

\* Jigsaw puzzle with missing state – Oregon

\* Expedia account coded password revealed by rubbing pencil over imprinted scratch pad

\* Expedia account with Redmond, OR itinerary on MyScratchpad

\* Brochure of McMenamins Old St. Francis School Hotel in Bend, OR tucked into a book on the desk along with decoy brochures from Utah

**Missing Manager**

**The Situation**

* Meeting with Board of Directors in just over 60 minutes
* Secretive manager, CJ Marshall, is mysteriously absent
* The company has been the victim of corporate espionage in the past so many top execs have taken precautions in disguising their work product on high impact projects, especially CJ
* Your team must get CJ’s recommendations to the VP, but you are clueless as to what CJ is recommending to the Board regarding a proposed acquisition
* Facilities has opened CJ’s office for you
* IT has unlocked the computer, but you need to find a way to get into CJ’s account.
* CJ has had several meetings recently with HR, but they are not sharing why
* Once the timer is started, you will have exactly 60 minutes to uncover CJ’s recommendations and hopefully unravel the mystery of the disappearance
* You can place up to 3 written messages to an unnamed informant in the message box and knock on the window in hopes he/she will respond – he/she will only respond if he/she like the question and has an answer
* You will be penalized a doubling of minutes (2 – 4 – 8 – 16 – 32) each time you “Google” (or similar online searches) – remember you are being watched and recorded.
* You know CJ loved music and puzzles

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**Solve the Mysteries Room \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Time Left on Timer:\_\_\_\_\_\_**

* For those of you who have participated in an Escape Room, this exercise is similar, except that your door is closed but not locked. You have the next 60 minutes to solve the mysteries:
	+ Which country was selected for the acquisition target? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
	+ Which product is targeted? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
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	+ Where is CJ? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Once you feel confident in your answers to these questions, use one of these handouts, noting your team’s responses to the questions. Please include your room color at the top and the time displayed on the timer. If you have the correct answer, we will open your door.
* **For every incorrect guess or prohibited online search, your time will be reduced!!!! Remember, the cameras are always rolling.**

**Solve the Mysteries Room \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Time Left on Timer:\_\_\_\_\_\_**

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**Message from CJ:**

**https://goo.gl/PH33ph**

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**Missing Manager**

**Observer/Informant Instructions**

**Overview**

As already described, this is similar to an Escape Room, without a locked door. Participants are provided with multiple puzzle paths to resolve so that they can unlock the final puzzle wheel. Inside the puzzle wheel is a web address with a recorded message from CJ. Once they get to the video, they have solved the mystery.

**Observing**

Instead of watching the room you were selected from, you will observe the room across the hall from your original team.

You will meticulously observe and record your observations on the form on the back of this page.

You will be formulating questions to ask the room you are observing during the debrief. If something strikes you as odd or inspired, be ready to ask about it. What do you want to learn more about? Be curious.

**Informing**

Watch for any attempts to go online to search for answers (i.e., Google). Any time that happens, you need to record it on your worksheet, calculate the new stop time for the room, and issue a 2 minute penalty card with the new stop time noted. Any search after that will receive doubled penalties 4 -8-16-32 minutes. For example, if you see a team accessing Google, you note it, complete the card with 58 as their new end time. The second offense would set their time to 52 minutes (58-4=52) and so on.

Complete the Penalty card, place it in the message box and knock on the window. If no one picks it up, open the door and tell them to check their message box. If they ask why, you can explain either through the message box or opening the door that they performed a prohibited search.

Each time the team submits a guess and some element of it is incorrect, return the slip with the incorrect items circled and a Penalty card with the adjusted end time noted. (2 minutes only for incorrect guesses.)

Notify the Facilitator each time the team submits a question and note it on your worksheet. There is not penalty for questions but they are limited to 3 submissions.

When teams hit their adjusted end time (the timer displayed will not be adjusted) you will enter the room and explain that their time is up. Explain that they can continue working on the mystery, but they did not solve it in time. Record what they did get correct on your worksheet.

Record the team info on the whiteboard in the debrief room:

Room|# of Questions Asked|# of Correct Responses|# of Answer Attempts|Penalty Mins|Min taken

Resist the urge to assist the team in solving the mystery!

Missing Manager

Puzzle Paths

Email Account

\* Find CJ’s business card revealing login ID tucked in deskpad [CJM.trojan.industries@gmail.com]

\* For What It’s Worth YouTube clip on minimized Chrome revealing the password [ForWhatIt’sWorth]

Country

\* Word Puzzle revealing the countries to use with the logic puzzle

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Product

\* Trojan Industries flyer in out basket, identifying type of business

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1. Login password T 2. Black Matpe Beans B

3. EEOC poster R

Investigation

\* EEOC poster with note to HR Director in Interoffice mailing envelope

\* Torn up paper used as bookmarks in books on desk and 1/3 in trash with request for info on attorney form

\* Thank you email from couldreallyuseyourhelp@hotmail.com

\*

Gone To

\* Jigsaw puzzle with missing state – Oregon

\* Expedia account coded password revealed by rubbing pencil over imprinted scratch pad

\* Expedia account with Redmond, OR itinerary on MyScratchpad

\* Brochure of McMenamins Old St. Francis School Hotel in Bend, OR tucked into a book on the desk along with decoy brochures from Utah

**Missing Manager**

**Observations from \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Room**

Types of team interactions

Emergence of leadership

How are tasks divided?

What type of conflict emerges and how is it dealt with?

Identify individuals who seemed to disengage and those who thrived? What questions will you ask them in the debrief?





New ending time on timer: \_\_\_\_\_\_\_\_\_\_\_\_\_

minute

minute

New ending time on timer: \_\_\_\_\_\_\_\_\_\_\_\_\_

minute

New ending time on timer: \_\_\_\_\_\_\_\_\_\_\_\_\_

minute

New ending time on timer: \_\_\_\_\_\_\_\_\_\_\_\_\_

minute

New ending time on timer: \_\_\_\_\_\_\_\_\_\_\_\_\_

minute

New ending time on timer: \_\_\_\_\_\_\_\_\_\_\_\_\_

minute

New ending time on timer: \_\_\_\_\_\_\_\_\_\_\_\_\_

minute

New ending time on timer: \_\_\_\_\_\_\_\_\_\_\_\_\_

**Countries that Start with "M"**



Across

1. Remember Burma

4. In the Mediterranean Sea

5. Rick's Cafe in Casablanca

6. Kuala Lumpur is the capital

Down

1. No Penguins

2. Neighbor to our south

3. Greece's northern neighbor

5. Ukraine blocks view of the Black Sea

***Created by [Puzzlemaker](http://puzzlemaker.discoveryeducation.com/) at DiscoveryEducation.com***

Answers for:

**Countries that Start with "M"**



Moldova

Mexico

Madagascar

Macedonia

Malaysia

Morocco

Malta

Myanmar

Across

1. Remember Burma

4. In the Mediterranean Sea

5. Rick's Cafe in Casablanca

6. Kuala Lumpur is the capital

Down

1. No Penguins

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Missing Manager

Logic Puzzle Clues

The countries are the countries identified in the “Countries that Start with M” crossword puzzle. The countries are listed in increasing order of the number of paid days off required by their governments. The food products for each country are those that are being considered by Trojan Industries with an acquisition.

Use your logic, not technology to solve this puzzle.

1. All countries have a national bird except for one – Unknown.
2. Birds with a specified color are the national birds in countries with the same vowels occurring twice (not thrice) in the countries’ names, with one exception.
3. The exception to clue #2 is that Macedonia’s national bird is Unknown, which could be due to the fact that their food product is Edible Oils.
4. The food products with 3 word names are associated with the first (least number of paid days off) and last (most number of paid days off) countries.
5. Moussier’s Redstarts enjoys eating the Nigella Seeds in Rick’s Cafe.
6. Edible Oils are the country’s product between the countries with seed products.
7. Limmo is the product in the country that ends with the same letter and that letter is not repeated.
8. It is Elephant Birds, not Penguins for this country.
9. The Unknown bird is in position 5.
10. Baobab is associated with the country to the left of the Carob Tree Pod country.
11. The shortest country name has a 3-word National Bird (no hyphen) and a 3-word Nutritional Food Product.
12. The continents represented in order of least paid days off (1) to most paid days off (8) are: Asia, North America, Asia, Africa, Europe, Europe, Africa, and Europe.
13. The 3 island nations are third, seventh, and eighth.
14. The Crested Caracara is found in North America.
15. The Rhinoceros Hornbill is Asian and eats Dabai.
16. The White Stork eats Sunflower Seeds.

**Which Country and Food Product?**



Which Country and Food Product?

ANSWERS



**Missing Manager**

**Escape Room**

**JFF – 6 Room Layout**

****

**Missing Manager**

**Escape Room**

**JFF – 4 Room Layout**

**With Debrief**

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