

The Moreno Scenario Training Guide

Developing Leadership Judgment Before the Moment Arrives

Why Scenario Training Matters

Most organizations train knowledge. Few train judgment.

Policies explain *what* should happen. Procedures outline *how* work should be done.

But real operational environments introduce variables that policy alone cannot predict:

- incomplete information
- emotional people
- time pressure
- competing priorities
- unexpected risk

Leaders don't rise to the occasion. They fall back on preparation. Scenario training allows practice **before consequences are real**. The goal is not perfection. The goal is familiarity with pressure.

Effective scenario training builds:

Decision Confidence Leaders learn to commit to decisions over waiting for direction.

Communication Clarity Teams practice explaining reasoning under stress.

Judgment in Gray Areas Learn how policy and leadership discretion work together.

Team Coordination Understand roles, escalation paths, and shared responsibility.

Two Types of Scenarios Every Organization Should Run

Everyday Judgment Scenarios

Low-risk situations that require leadership thinking. Build everyday leadership response.

Examples:

- Handling policy exceptions
- Guest or customer complaints
- Staffing shortages
- Conflict between employees
- Service recovery decisions

Basic Crisis Response Scenarios

Higher-stress situations focused on coordination and communication.

Examples:

- Medical emergencies
- Escalating confrontations
- Facility disruptions
- Safety incidents
- Emergency response activation

The Moreno Scenario Model

Present the Situation

Describe a realistic operational problem participants recognize immediately.

Require a Decision

Do not allow discussion without commitment. Ask: **“What do you do next?”** Leadership development begins when participants must choose a course of action.

Introduce Complication

Real environments evolve. Add new information:

- A guest reacts differently
- Resources become limited
- New risks emerge
- Leadership guidance changes

This step develops adaptability.

Observe Leadership Behavior

Focus on **how decisions are made**, not whether outcomes are perfect. Watch for:

- communication clarity
- prioritization
- escalation decisions
- emotional regulation
- ownership of responsibility

Remember that the purpose of this exercise is learning, not evaluation.

Debrief the Judgment

The debrief is where development happens. Ask participants:

- What did you prioritize first?
- What information did you wish you had?
- What influenced your decision?
- When did the situation feel most difficult?
- What would you do differently next time?

Leaders develop judgment by reflecting on decisions — not by being told the “correct” answer.

Principles of Effective Scenario Training

- Realism matters more than complexity.
- Pressure should challenge, not overwhelm.
- Participation matters more than performance.
- Debriefing matters more than outcomes.

Remember: The goal is not testing knowledge, but thinking clearly in the moment.

Moreno Leadership Coaching

Coach • Culture • Confidence