PALMA

REFRESHING HAND TOWELS

Fig. 04

Restaurant Manager Evaluation Workbook

A two-week field study of the final gesture, conducted in real service.

This workbook is the working heart of the Evaluation Kit. It turns a sample of towels into a measured decision: two weeks of real service, one structured scorecard, daily observation, quiet guest feedback, and an honest staff debrief. Complete it in pen, during service, and let the room itself make the case.

Before the First Service

An evaluation should feel like nothing at all. Guests should experience only the gesture: a cool, scented towel, a composed fragrance, a quiet close to the meal. The measurement happens around the edges, in notes taken between courses and in ten-minute conversations after the last table leaves.

Choose one fragrance for the full two weeks so that every observation refers to the same object. Lime Leaf & Garden Mint suits seafood rooms, fine dining, and Mediterranean concepts; Bergamot & Vetiver carries an evening register for steakhouses and luxury bars. The complete pairing guidance is given in the Signature Fragrance Guide, Fig. 06. Fix one service moment as well: the close of the meal, before the bill and before the goodbye. Consistency of moment is what makes the observations comparable from one day to the next.

Before day one, complete the preparation below. Each item is small; together they decide whether the evaluation measures the towel or measures the confusion around it.

- Select one fragrance and one service moment for the full evaluation
- Brief the team using the Staff Training Guide, Fig. 03, including tray, timing, and offer language
- Confirm the chilled tray or room temperature station before the first service, and that no one heats the sachets
- Store unopened towels flat, in a cool, dry place, away from direct light
- Rotate stock so the earliest arrivals are used first; never re-hold prepared towels between services
- Appoint one scorekeeper per service day, usually the floor manager
- Print or open this workbook where notes can be taken discreetly

> *“The evaluation succeeds when the guest notices the gesture and never the measurement.”*
>
> PALMA Hospitality, Evaluation Method

The Two Weeks at a Glance

Ten service days are enough. The first week establishes the ritual: the team learns the offer, and the room begins to expect the moment. The second week refines and confirms: small adjustments to timing and temperature settle, and the pattern of guest response becomes legible. Record one scorecard per service day, and keep observations specific: what was seen, what was said, at which table, at which hour.

Service Day	Focus	Observation Prompts
Day 1	Establish	Was the offer made at the intended moment at every table? Where did timing drift, and why?
Day 2	Establish	How did the towel look arriving at the table: tray, sachet, temperature?
Day 3	Fragrance	Was the fragrance perceptible at the table without announcing itself across the room?
Day 4	Fragrance	Did the scent sit comfortably beside the food and the wine? Any table where it competed?
Day 5	Guest reaction	First unprompted guest remarks. Who commented, and in what words?
Day 6	Guest reaction	Did any guests mention the towel at the door, in reviews, or to the host?
Day 7	Staff confidence	Did the offer feel natural in the hands of every server, or rehearsed in some?
Day 8	Operations	How did preparation, holding, and clearing fit the rhythm of a full service?
Day 9	Refinement	Apply the single most useful adjustment from week one. What changed?
Day 10	Confirmation	Would the room feel a loss if the gesture were removed tomorrow?

One focus per day keeps observation honest. Complete the scorecard on the following page after every service.

Notes across the two weeks

The Daily Scorecard

Score each criterion from 1 to 5 at the end of every service day, while the evening is still legible. A score of 1 means the criterion failed visibly; a 3 means it passed without distinction; a 5 means it could not have been better executed. Score what was observed, not what was hoped. The blank columns are for the day's marks; the notes column is for the evidence behind them.

Criterion	What to Watch For	1	2	3	4	5	Notes
Presentation at the table	Dedicated tray, sachet intact, temperature right, the offer unhurried						
Fragrance in the room	Perceptible at the table, invisible beyond it, never competing with the meal						
Guest reaction	Acceptance rate, unprompted remarks, return requests, visible pleasure						
Staff confidence	The offer made naturally, language consistent, no hesitation at full sections						
Operational fit	Preparation and clearing absorbed into service without new friction						

Service day: _____ Date: _____ Fragrance: _____ Scorekeeper: _____

Ten days of scorecards tell one story. Read them as a trend rather than a verdict: a single difficult evening says little; the direction of the second week says nearly everything.

What the scores mean

- 1: the criterion failed visibly and affected the room
- 2: the criterion held, but with noticeable effort or inconsistency
- 3: the criterion passed without distinction or incident
- 4: the criterion performed well, with one refinement still to make
- 5: the criterion could not have been better executed

Notes on today's service

_____

Capturing Guest Feedback

Never survey the table. The gesture is quiet, and its measurement must be quieter. Guest feedback is gathered by listening: to remarks made to the server, to comments at the door, to the language of reviews in the weeks that follow. When a guest remarks on the towel, write the words down exactly as spoken. Verbatim language is the most valuable material in this workbook.

Questions for the floor team to hold in mind

- Did the guest accept the towel immediately, hesitate, or decline?
- Did anyone lift the towel to their face before using it, the small gesture of noticed fragrance?
- Were there unprompted remarks about the scent, the coolness, or the presentation?
- Did any guest ask where the towels come from, or whether they could take one?
- Did the towel appear in conversation at the door or in parting words?
- Did any regular guest remark on the change across the two weeks?

Verbatim remarks worth keeping

> *“The truest feedback is unprompted. Listen for it; never ask for it twice.”*
>
> PALMA Journal, Hospitality Psychology

The Staff Debrief

Once each week, gather the floor team for ten minutes after the final service. The debrief is not a review of performance; it is a collection of evidence. Servers notice what managers cannot: the table that declined twice, the guest who asked for a second towel, the moment the offer felt awkward. Record the answers in the team's own words.

Week one: learning the gesture

- Where did the offer feel natural, and where did it interrupt the table?
- What did guests say, in their exact words, when the towel arrived?
- Which tables declined, and is there a pattern in who they were?
- What slowed preparation or clearing, if anything?
- What should we adjust before day six?

Week two: confirming the standard

- Did the adjustment from week one hold through a full service?
- Would you keep offering the towel if the choice were yours?
- Which fragrance register suited the room, and which felt misplaced?
- What would you need to sustain this standard every evening?
- Is there anything about the gesture you would change for our room?

Debrief notes

_____

_____

_____

What Good Looks Like

The decision framework below reads the two weeks as a whole. No single scorecard decides anything; the pattern across ten days, the guest's own words, and the team's confidence decide together. A good evaluation ends in one of three honest outcomes: proceed, adjust, or pause. All three are successes, because each is evidence rather than guesswork.

Signal	Good Looks Like	Reconsider If
Scorecard trend	Most criteria at 4 or 5 by week two, with no criterion falling	Scores plateau at 3 or drift downward across the second week
Guest response	Unprompted remarks, high acceptance, requests to take a towel	Frequent declines, or fragrance remarks that suggest competition with the meal
Team confidence	Servers offer naturally and advocate for keeping the ritual	The offer still feels rehearsed or burdensome at day ten

Signal	Good Looks Like	Reconsider If
Operational fit	Preparation and clearing disappear into the existing rhythm	The ritual adds visible friction to full services

Read signals together. A single weak signal with three strong ones usually indicates an adjustment, not a pause.

Three honest outcomes

- Proceed: the trend is strong and the team advocates; move to a standing program with your chosen fragrance
- Adjust: the gesture is loved but one element strains; change fragrance, moment, or temperature and run one more week
- Pause: the room is not ready, or the fit is wrong; keep the workbook, and return when the season or the room changes

If the outcome is proceed, decide the fragrance and the service moment as permanent choices, set the storage and rotation practice described on the first page of this workbook, and appoint the ritual an owner on every rota. Standards survive when they are named.

Next Steps

When the two weeks are complete, we would be glad to read the story your scorecards tell. Share your evaluation, ask for pairing guidance across dayparts or seasons, or discuss a standing program for your room. For brands that wish to carry the gesture under their own name, PALMA Private Label adapts fragrance direction, packaging treatment, and presentation around your identity.

Write to hello@palmabotanical.com or visit palmabotanical.com to begin the conversation. PALMA is a brand of Pomank Ventures LLC, Hattiesburg, MS 39401. Companion documents in this kit: the object itself in Premium Refreshing Hand Towels, Fig. 01; the service discipline in the Staff Training Guide, Fig. 03; and the six compositions in the Signature Fragrance Guide, Fig. 06.

Our decision, in one line

> *“The meal ends. The memory begins.”*
>
> PALMA Hospitality

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