Who Defines Success?



مدارج



Before the supervisor unlocked the court, Mazen put the box of cards on the bench beside the booking board. He was seventeen and volunteered at the neighborhood club two days a week. The volunteers pinned a card for each reservation and kept a copy in the register. When someone arrived for a slot, they found the card and opened the gate. Some cards stayed on the board until their slots ended and nobody came.

Khalid, Mazen’s eighteen-year-old teammate, carried over a small screen from the reception desk. He wanted it to display the bookings and send a reminder to anyone who chose to receive one. He had seen a similar practice described by a club elsewhere and wanted to see whether a reminder would help here. Malik, a sixteen-year-old volunteer on their team, arrived with the card register. He set it beside the screen and checked the displayed times against the ones written in ink.

Mazen pointed to two slots that had gone unused the previous week. He wanted to find out how many members would show up if they got a reminder. He drew a booking column and an attendance column on a trial sheet. They set aside two days for the test and agreed to record what happened at the gate at the start of each slot. Khalid showed the others how quickly he could update an empty slot when a time changed.

When the supervisor told them to open the court, Malik gathered the old cards to check before moving the bookings. Mazen pinned the trial sheet by the gate, dated it, and left the results column empty.



On the second evening Mazen opened the trial sheet on the bench by the court. He and Malik checked the attendance marks before copying the result onto the club board. In the two days before the trial, two reserved slots had gone unused. During the trial, only one had. Khalid

checked that a slot canceled before its start had not been counted as unused. Mazen wrote that more reserved times had been used in those two days.

Raed approached the gate with a folded card. He was seventeen and usually booked his slots on the paper board. He handed Malik the card and waited for him to open the gate. Malik brought up the time on the screen. Someone else was listed for it. He checked the date in case Raed had come on the wrong day. The date and time matched. The card bore the mark the volunteers used to confirm a booking.

Malik took the paper register from the drawer. Raed’s name was at the bottom of the page, after a crossed-out line for another slot. Raed had taken his card with him. When Malik moved the bookings to the screen, he had mistaken the final line for part of the canceled entry. He turned the register toward Mazen and pointed to the name and time. Raed had made his reservation before the trial began.

Mazen put the trial sheet back on the bench. He asked Khalid to leave the disputed booking open on the screen and asked Raed to wait while they checked with the supervisor. Malik set the card over its entry. They needed to find out which booking the club had confirmed first.



Adel came from reception with the court key. He was forty-two and supervised the club during the evening bookings. He found Raed by the gate and saw the paper register open in front of Malik. He asked them to set the card beside the screen and read both bookings aloud. The card had been confirmed before the trial. The entry on the screen was made on its first day. Adel asked Malik how he could tell, and Malik pointed to the dates in the two records.

Adel handed the card back to Raed and asked whether the volunteer had told him to do anything else. Raed said he had asked if he needed to confirm the slot again. The volunteer had told him the card was enough. Mazen reached for the attendance sheet, then stopped. It counted people who entered the court. There was nowhere to record someone who arrived with a confirmed booking and could not get in. He turned the sheet over and wrote down Raed’s arrival time.

Khalid said the reminders had helped some people. Adel pointed to the two bookings. The club owed both members an answer, regardless of whether the reminders worked. On a slip Malik separated what the records showed from what he had assumed while moving the cards. He wrote the two confirmation times and left room for Adel’s decision. They agreed to explain the mistake to the second member when he arrived.

Mazen looked again at the sheet he had meant to post. Below the attendance total he wrote a question about lost bookings. He passed it to Khalid and asked how they could keep the reminders while honoring the paper cards.



Khalid returned to the screen, leaving the disputed booking open. In his notebook he had sketched the practice that gave him the idea for reminders. The drawing showed a card with a time and a notice that

went out beforehand. He set the notebook before Mazen. That was the part he wanted to test. Closing the paper board had been the volunteers’ own choice when they set up the screen. Mazen asked how much work reminders would take if they kept paper bookings. Khalid opened the settings and showed him the steps.

Malik brought the old register. He suggested giving each slot one entry in a register the supervisor could check. A member could book at the board and receive a card, or send a request from the screen. Both would go through the same confirmation. The volunteer would note when it was confirmed and send a reminder if the member wanted one. Malik tested the process with a blank card, entering the time as if someone had come to the gate.

The card did not show up on the screen at first. Khalid found that the list changed only after the register was saved. He tried again, saved the entry, and checked that the time was now taken. Mazen requested the same slot from the screen and saw it was unavailable. Malik put a slip beside the register to remind the next volunteer to check the list after saving.

Adel read the steps. He asked them to try the process in an ordinary week and keep track of requests that still lacked confirmation. Mazen prepared a card with a different time for the member due to arrive.



The second member arrived at the gate just before the slot began. He was eighteen. Khalid showed him the booking he had received on the screen. Adel brought the register and explained that the club had already confirmed a paper reservation for the same time. The volunteers had missed it when they moved the bookings. Adel set the attendance sheet down while he explained what happened. Then he showed the member another available slot and asked if it would work.

The member compared the time with when he had to be home. He could use the next slot and asked Khalid to confirm it. Khalid recorded his agreement and updated the screen. Adel opened the court for Raed at the time on his card. The second member came back for the next slot and found his card on the board. Malik recorded that the club’s own mistake had caused the change.

When the ordinary week began, the register went back beside the board. Khalid kept reminders available, and Malik checked the screen after confirming each paper card. Mazen recorded arrivals at the gate and checked for unconfirmed or conflicting requests. On the third day he spotted a second request for a slot before another volunteer confirmed it. He checked when the requests arrived and made sure the reserved slot appeared as taken.

At the end of the week the volunteers laid the trial log on the bench. Mazen counted the marks to see how many times the court had been used. Before writing the total, he opened the notes and checked what had happened to the reservations the club had confirmed.



Mazen opened the register on the bench. He asked Malik to read the notes while he checked each day’s attendance. He found one slot canceled ahead of time and kept it separate from the slots that went

unused. The conflicting requests column showed the case he had noticed on day three. He checked when both requests arrived. One had stayed a request until its member was offered a different time. Then he checked every paper card against the screen for a confirmed booking that might have gone missing.

Khalid pulled the first trial sheet from under the screen. Its total was still at the top, with Mazen’s question about lost reservations underneath. He set it next to the log from the ordinary week. Adel asked what they could put on the club board. Mazen said they could describe the days they had actually measured. They had kept paper bookings open and checked the register after every confirmation. He wanted that information beside the result for the next volunteer.

Raed came to the gate to ask about the following week. Malik gave him a blank card and showed him the available slots. Raed chose a time and waited while Malik recorded its confirmation and checked the screen. He took his card and left. Mazen pinned up a notice explaining how to book and where to find the register, then put the pen back in the box.

Choose one improvement for your school or club. Name a benefit you could measure and an existing right you must protect. Propose a check that would show whether the change helped and the right was preserved. What would you do if the count rose and someone lost that right?