



# GOOD TO GREAT

## **A PROGRAMME FOR BAR & RESTAURANT MANAGERS**

Six days scheduled over three months, central London

If your general managers are new to the job, or in need of a structured refresher, choose this programme. This six-day programme is a comprehensive treatment of the four disciplines every hospitality manager must master: Self-awareness, leadership, business and a comprehensive understanding of customer buying behaviour.

# THE WATERSHED GENERAL MANAGER PROGRAMME

Six days scheduled over three months, central London

Timetable	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6
Selfmanship Level II	Briefing for Selfmanship 360	Debrief of individuals' brain profiles	Selfmanship 360 Debrief	Exercises: Belief Busting & Finding Your Derailers		Selfmanship review and action planning
Leadership Level II			Leadership Major Exercise  Leadership I: Learning styles and learning opportunities	Leadership II Contemporary Leadership Thinking  Leadership III: Management Competences		Leadership IV: Moving Ahead in a Practical Way  Leadership V Action Planning
Customership Level II			What Customers Want (I)	What Customers Want (II)	Running sales promotion activities	Running in-house service programmes
Businessmanship Level II			Managing GP, using the customer value equation	Managing labour costs with the Watershed cycle of capability	Businessmanship major exercise	Investment criteria and useful restaurant business ratios
Toolkit Level II	Feedback & Criticism	Matching, Pacing and Leading.		Putting Your Message Across		
Homework Exercises	Complete HBDI online	Administration of Selfmanship 360	Reading: <i>Managing</i> by Henry Mintzberg			

## THE JOB - AT THEIR BEST, GENERAL MANAGERS WILL BE...

**Creators of energy** – they make the team feel part of an elite.

**Both in and above the business** – able to elevate themselves from day-to-day issues, to see the whole picture.

**Delivering day after day, night after night** - the manager has the deepest knowledge of the business and uses this to drive high standards.

**Instinctive about teamwork** - the manager creates a working climate where individuals are able to fulfill their potential.

**Communicators by explanation** - not necessarily slick, but authentic and able to articulate aspiration without cliché.

**Communicators by example** - they model the qualities demanded in the team, not just the skills.

**'Whole' people** - even in a chain environment a really powerful manager can give a sense of being the owner.

## THE CHALLENGES THEY FACE

Running a bar or restaurant can be like facing a series of waves. The manager is constantly dealing with the wave (crisis / managing the shift) with little or no time to reflect on the experience that is there to be learnt from.

You have to stop the action sometimes if you want to learn from it.

## MEETING THE CHALLENGES

We have designed the general manager programme around four learning disciplines;

- **Selfmanship:** Seeing ourselves as others see us. Developing the self-awareness and self-confidence to enhance the desire for continual learning and the ability to manage relationships.
- **Customership:** Managing the direct financial link between superior service experiences, customer loyalty, and financial performance.
- **Businessmanship:** Making the best profit in the long term and as a result building business value. Finding those relationships that produce more long-term profit and then actioning them.
- **Leadership:** Learning how to effectively manage a team so that the manager has their full commitment. Thus enabling the manager to spend time concentrating on C, S, & B.

### Selfmanship

**Step One: 360-degree feedback** Participants build their own feedback system from our own 360°feedback menu and administer it over the programme.

**Step Two: Psychometric Testing** Based on an on-line questionnaire, participants are provided with a simple map (the Herrmann Brain Dominance Profile) of their personal thinking preferences.

**Step Three – Belief Busting** Despite our intellectual maturation as adults we often behave and act according to early ‘scripting’. We engage in exercises to uncover self-limiting beliefs.

**Step Four – Finding your ‘de-railers’** Research has established 11 behaviours which have the potential to de-rail us at work. For example, the individual:-

- Is eager for approval; unwilling to challenge the status quo; wants to be told what to do
- Acts and thinks in unusual ways; can be viewed as creative or ‘peculiar’ but doesn’t care.
- Appears outwardly supportive but silently resists; resents or defies agreed-on decisions or direction.

Equally, we all tend to carry on doing what we are very good at, over and over again, rather than doing all the things that need to be done.

Most of us have at least three of these eleven behaviours lurking somewhere. We identify these and consider how to manage them.

### **Customership**

Based on the work of Faith Popcorn: *The Popcorn Report* and *Clicking*. Popcorn identifies trends which are threaded through 21<sup>st</sup> century buying behaviour:-

- *Cocooning* – The customer wants to feel that nothing is going to go wrong
- *Clanning* – The customer wants to feel part of your club. They are seeking validation - 'you're all right with us'.
- *Pleasure Revenge* - Inevitably, there has been a backlash against the recent healthy, politically correct, holistic living campaigns and people are actively looking for small ways of indulging their suppressed desire for 'forbidden' luxuries

And others

### **Businessmanship**

We visit an independent operating business, (a bar / restaurant / café / pub) and spend a full day working through a marketing & business analysis.

Participants are encouraged to draw conclusions about their own businesses, privately. The process takes us down the P&L, from top to bottom, enhancing our understanding of the entire business process.

We report findings to our host proprietor, receiving their feedback at the end of the session

### **Leadership**

A set of theories, tools & techniques, skills, exercises and practicalities, which are flexed as appropriate:

#### **Practicalities**

- specific techniques for dealing with difficult members of staff.
- How managers build a working culture that works for them in their absence.

#### **Theories**

- transactional analysis – the impact of parenting others.
- the emotional intelligence frame - (understand yourself, manage yourself, understand others, manage others).

#### **Skills**

- Putting your point of view across with maximum impact
- Managing feedback & criticism
- Setting objectives
- Time management

## **DATES**

Day 1: Thursday 27<sup>th</sup> May 2010

Day 2: Thursday 3<sup>rd</sup> June 2010  
Day 3: Thursday 10<sup>th</sup> June 2010  
Day 4: Thursday 17<sup>th</sup> June 2010  
Day 5: Thursday 24<sup>th</sup> June 2010  
Day 6: Thursday 1<sup>st</sup> July 2010

## **VENUE**

Vinoteca, Clerkenwell, Central London

## **FEE**

£425.00 per person

## **CONTACT**

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