



A PROGRAMME FOR BAR & RESTAURANT

GENERAL 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. GMs can have difficulties when they fail to see the overall picture, when they need to refine their leadership capability and very often, in areas of time management. 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

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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 21st 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 AND FEES

General Manager Programme

Six days scheduled over three months, central London

Course Code GM30 Day 1: Tuesday 6th April 2010

Day 2: Tuesday 20th April 2010

Day 3: Tuesday 4th May 2010

Day 4: Tuesday 18th May 2010

Day 5: Tuesday 8th June 2010

Day 6: Tuesday 22nd June 2010

Course Code GM31 Day 1: Wednesday 7th April 2010

Day 2: Wednesday 21st April 2010

Day 3: Wednesday 5th May 2010

Day 4: Wednesday 19th May 2010

Day 5: Wednesday 9th June 2010

Day 6: Wednesday 23rd June 2010

Course Code GM32 Day 1: Thursday 8th April 2010

Day 2: Thursday 22nd April 2010

Day 3: Thursday 6th May 2010

Day 4: Thursday 20th May 2010

Day 5: Thursday 10th June 2010

Day 6: Thursday 24th June 2010

Course Code GM33 Day 1: Tuesday 7th September 2010

Day 2: Tuesday 21st September 2010

Day 3: Tuesday 5th October 2010

Day 4: Tuesday 19th October 2010

Day 5: Tuesday 9th November 2010

Day 6: Tuesday 23rd November 2010

Course Code GM34 Day 1: Wednesday 8th September 2010

Day 2: Wednesday 22nd September 2010

Day 3: Wednesday 6th October 2010

Day 4: Wednesday 20th October 2010

Day 5: Wednesday 10th November 2010

Day 6: Wednesday 24th November 2010

Course Code GM35 Day 1: Thursday 9th September 2010

Day 2: Thursday 23rd September 2010

Day 4: Thursday 21st October 2010

Day 3: Thursday 7th October 2010 Day 5: Thursday 11th November 2010

Day 6: Thursday 25th November 2010

Course Fee

1 place - £850.00 per person plus VAT

2 places - £750.00 per person plus VAT

3 places - £650.00 per person plus VAT

4+ places - £550 per person plus VAT

CONTACT

For information and bookings, or to arrange a meeting, please contact Stephen Waters at Watershed on 07811 129756 or stephen@watershedschool.co.uk