



**A PROGRAMME FOR BAR & RESTAURANT**

## **OPERATIONS MANAGERS**

Five consecutive days, residential – The Lake District / North Somerset

If your operations managers are new to the job, or in need of a structured refresher, choose this programme. Operations Managers can face difficulties, particularly when they take on a multi-site role early in their career. This five-day residential programme is an advanced treatment of four disciplines: Business (via systems thinking), Customer (via the service-profit chain), Self (via psychometric evaluation) and a mentoring skills module. These are built into a comprehensive leadership development process.

# THE WATERSHED OPERATIONS MANAGER PROGRAMME

Five consecutive days. residential – The Lake District / North Somerset

Timetable	Day 1	Day 2	Day 3	Day 4	Day 5
Selfmanship Level III		Firo-B & MBTI			
Leadership Level III	←-----Leadership Exercises -----→				
Customership Level III			The Service Profit Chain		
Businessmanship Level III				Systems Thinking	
Toolkit Level III					Mentoring & Coaching Skills

## THE JOB: AT THEIR BEST, OPERATIONS MANAGERS ARE:

**The Customer** - that is, they fulfill the role of customer, because their branch managers tend to switch off from being the customer, or they are too close to the business to actually 'be' the customer.

**Making the flow** – they are clear about what they want and prepared to do whatever it takes to drive this through

**Worldly** – they are socially mature. Cool under pressure. A confidante. Able to let go.

**Information Storehouses** – they point out flaws to plans in advance. They help others to learn through shared decision making.

**Political Enough** – they work reasonably comfortably within a company structure and present a positive image of the organization.

**Collaborative** – they deal with people as they are. Branch managers look forward to seeing them. They are expert persuaders.

**Absolutely trusted by their managers.** - This is the number one consideration.

## THE CHALLENGES OF THE JOB

Taking on an operations management role early in one's career can be a huge hurdle:-

- New branches, all with slightly different dynamics
- New managers reporting to you, all with different personalities
- An extended timeframe
- And the complexity of middle management

These all have to be actively managed.

No longer the energy that comes with:-

- perpetual face-to-face contact
- hourly and daily routines
- tasks you can touch
- real time
- the feel-good factor of being top of the tree
- the buzz and immediacy of the full house managed well.

Now a backstage part:-

- the bad guy, policing
- setting ground rules
- monthly and quarterly routines

### **MEETING THE CHALLENGES**

An advanced treatment of the universal disciplines and responsibilities of multi-site hospitality management

Residential: A meaningful, memorable turning point in career.

### **PROGRAMME**

Four presentations: Selfmanship, Customership, Businessmanship and Toolkit built into a five-day outdoor leadership development programme.

#### **Selfmanship**

Working with two psychometric evaluators: (1) The Fundamental Interpersonal Relationship Orientation (Firo-B) is a psychometric designed to measure preferences in how we behave towards others, and how we expect others to behave towards us. (2) The Myers-Briggs Type Indicator (MBTI) is a psychometric designed to measure preferences in how we perceive the world and make decisions.

#### **Customership**

We work with *The Service Profit Chain*, a business model developed at Harvard in the nineties. We work through the links between superior service experiences, customer loyalty and financial performance

#### **Businessmanship**

We explore the business of bars and restaurants via *Systems Thinking*: the process of predicting how one thing influences another thing. In bar / restaurant terms the system is the whole business. The elements of the business (goods, people, plant, profit) hang together because they continually affect each other. Problem resolution in systems thinking often demands going 'upstream' and back in time to identify the root cause of the problem.

#### **Toolkit**

A module in mentoring and coaching skills.

## **DATES AND FEES**

### **Operations Programme**

Five consecutive days. residential – The Lake District / North Somerset

Course Code OPS05

Monday 10<sup>th</sup> May 2010 to Friday 14<sup>th</sup> May 2010

Course Code OPS06

Monday 11<sup>th</sup> October 2010 to Friday 15<sup>th</sup> October 2010

#### **Course Fee**

1 place - £1650.00 per person plus VAT

2 places - £1450.00 per person plus VAT

3 places - £1250.00 per person plus VAT

4+ places - £1050 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](mailto:stephen@watershedschool.co.uk)