



## A PROGRAMME FOR BAR & RESTAURANT SUPERVISORS

Two days scheduled a fortnight apart, central London

If your supervisors are new to the job, or in need of a structured refresher, choose this programme. Supervisors can have difficulties associated with their proximity to the people that they are managing. People who are often friends as well as colleagues. This two-day programme focuses on delegation, building self-awareness and developing a basic business knowledge.

| Timetable               | Day 1                                     | Day 2  |
|-------------------------|---|--|
| Selfmanship Level I     | Self awareness (I)                        | Self awareness (II)                            |
| Leadership Level I      | From task to team                         | Delegating properly                            |
| Businessmanship Level I |   | Understanding the fundamentals of business     |
| Toolkit Level I         | Feedback in the here and now<br>Reframing | Perceptual positions<br>Transactional analysis |
| Homework Exercises      | Complete self awareness profile           |  |

### THE JOB – AT THEIR BEST, SUPERVISORS WILL:-

**Deal with status and power** - They have the ability to manage friends, handle responsibility and enjoy the team.

**Handle pressure** - Stay calm on the shift when things get busy

**Be there** - Presence on the floor, as perceived by others – critical for gaining the reassurance of staff and customers

**Brief** - The ability to advocate clearly in a short space of time, 99% of the time one to one, occasionally to a small group.

### THE CHALLENGES THEY FACE

The day that one becomes a manager for the first time everything changes. Yesterday you were doing it, today you are managing it. That can be quite a shock. New managers tend to be excessively task-focused, thereby overlooking the needs of the team and the individual.

### MEETING THE CHALLENGES

New supervisors need to be able to think beyond themselves in two ways: - to think of their peers (in order to gain the respect of the team) and to be able to think about the restaurant / bar as a business.

### PROGRAMME

#### Selfmanship

The group designs its own 360° feedback instrument from the Watershed 360 menu. Participants administer the process between days one and two of the programme. On day two we work with the results.

Research on the use of 360° feedback shows that in managers rated as outstanding, there is a high correlation between their own and their colleagues' ratings; the least effective managers were those who rated themselves higher than did their colleagues.

## Leadership

We work on the key team elements

## Businessmanship

We use a dummy P&L to bring out important measures of financial management. This is not a detailed financial treatment, rather an exercise to help participants develop their basic knowledge of the workings of a P&L.

## Toolkit

Throughout the programme we are building a set of management tools:-

- Feedback in the here and now
- Transactional techniques – the dynamics that come into play between two people engaged in an influencing conversation
- Perceptual positions – seeing issues from three essential points of view: the first position (me), the second position (the other party), the third position (detached)
- Reframing - the uses of seeing issues from an outcome point of view rather than from a problem point of view

## DATES AND FEES

### Supervisor Programme

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|                    |  |
|--------------------|--|
| Course Code SUP 12 | Day 1: Wednesday 14 <sup>th</sup> April 2010<br>Day 2: Wednesday 28 <sup>th</sup> April 2010         |
| Course Code SUP 13 | Day 1: Tuesday 15 <sup>th</sup> June 2010<br>Day 2: Tuesday 29 <sup>th</sup> June 2010               |
| Course Code SUP 14 | Day 1: Wednesday 16 <sup>th</sup> June 2010<br>Day 2: Wednesday 30 <sup>th</sup> June 2010           |
| Course Code SUP 15 | Day 1: Tuesday 14 <sup>th</sup> September 2010<br>Day 2: Tuesday 28 <sup>th</sup> September 2010     |
| Course Code SUP 16 | Day 1: Wednesday 15 <sup>th</sup> September 2010<br>Day 2: Wednesday 29 <sup>th</sup> September 2010 |
| Course Code SUP 17 | Day 1: Tuesday 16 <sup>th</sup> November 2010<br>Day 2: Tuesday 30 <sup>th</sup> November 2010       |
| Course Code SUP 18 | Day 1: Wednesday 17 <sup>th</sup> November 2010<br>Day 2: Wednesday 1 <sup>st</sup> December 2010    |

### Course Fee

- 1 place - £350.00 per person plus VAT
- 2 places - £325.00 per person plus VAT
- 3 places - £300.00 per person plus VAT
- 4+ places - £275 per person plus VAT

## CONTACT

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