



The leadership development company
for bar & restaurant managers

presents

three management programmes for 2010

SUPERVISOR PROGRAMME

GENERAL MANAGER PROGRAMME

OPERATIONS MANAGER PROGRAMME

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.

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.

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 SUPERVISOR PROGRAMME

Two days scheduled a fortnight apart, central London

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 Reframing	Perceptual positions 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