

COURSE TITLE:

MOVING INTO MULTISITE

DESIGNED FOR: Multisite operators: operations managers, founders and exec chefs working across multiple locations.

ATTENDED BY: Area managers from a wide range of independent hospitality businesses. Founders seeking to consolidate their multisite management skills.

£1350.00 +VAT

3 DAYS

WHAT IS IT?

Moving into a multi-site role is really challenging for three main reasons:

- 01 You're not the "doer" anymore. You're no longer at the coalface of what the business actually does. Now you have to get results by influencing others to get results, so there's a longer delay between you doing something, and that something taking effect, and that can be unnerving.
- 02 The commercial stakes are higher. You're now in a room with directors and key stakeholders who expect you to be financially savvy, know your way around a spreadsheet and take a strategic approach.
- 03 Imposter syndrome – your GMs were your peers yesterday, now you have to show them that they can learn something from you and that you deserved the role ahead of them.

As a result, some new multi-site managers tend to try and do a lot, when what the business really wants them to do is to support their managers in their thinking.

At Watershed, we think the best multi-site managers know that not showing up at one of their restaurants can be just as impactful; that spending time analysing and planning ahead could be more beneficial than three site visits put together. But most importantly, we think they are skilful coaches. They know that if the "doers" in the business come up with their own answers, it's so much more powerful.

LEARNING OUTCOMES

- 01 Watershed Level 1 Coaching Badge – six hours of practical coaching.
- 02 How to build a "performance strategy" so you can take a longer-term view on performance.
- 03 Holding the right meetings, at the right cadence, with the right people.
- 04 Sending the right reports with the right data points. All "inputs" can be measured.
- 05 Using KPIs to offer insight.
- 06 Tools to facilitate logical and analytical thinking.
- 07 Understanding the difference between our fast brain and slow brain.
- 08 How to avoid Outcome & Availability Bias.
- 09 Techniques which help influence behaviour like Social Proof, Autonomy, Priming, Anchoring & Salience.
- 10 Constraining factors as more impactful than enabling factors, on behaviour.

COURSE STRUCTURE – Indicative content**DAY 01**

Morning Session: "Managing the Lag"

We introduce our "Inputs - Throughputs - Outputs" (ITO) tool. Multisite Managers sit (often stressfully) between the GMs who do the inputs of the business every day, and The Exec who largely dictate the output targets of the business. ITO helps the Multisite manager harness the throughputs - the data, KPIs and behavioural signals. It will help them a) analyse what may or may not be working in the restaurants or bars, and b) strategize what they might need to do differently. A skilful grasp of the throughputs will help guide and develop GMs and will give confidence to directors.

Afternoon Session: The Multisite Manager as Coach: Skills for Coaching

- Neuroscience and other approaches to adult learning
- Establishing the coaching relationship as a line manager
- Enabling rapport and trust
- Authentic listening
- Summarising, paraphrasing and clarifying
- Powerful and conventional questions