

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.

£1700.00 +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

DAY 02

Morning Session: "Engage your Blue Brain"

Using the Herrmann Brain Dominance Inventory (HBDI) we will explore the "blue" quadrant - the rational, analytical and logical part of our brains. Managing the throughputs will take skilful use all of those skills. The brain is a muscle like any other so we will run several practical exercises which get those "blue" biceps pumping.

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

- GROW, TGROW - a framework for the coaching conversation
- The snapshot wheel – a tool for measuring progress
- Peak experience and anchoring, tools for enabling resourcefulness
- BIG – a tool for offering feedback in the here and now
- Interrupting, challenging, acknowledging and confronting
- The meta mirror – a tool for enabling perspective
- The well-formed outcome frame - a tool creating accountability
- Using coaching foundation principles when you're live

DAY 03

Morning Session: "Influencing the Inputs" - an Introduction to Behavioural Science

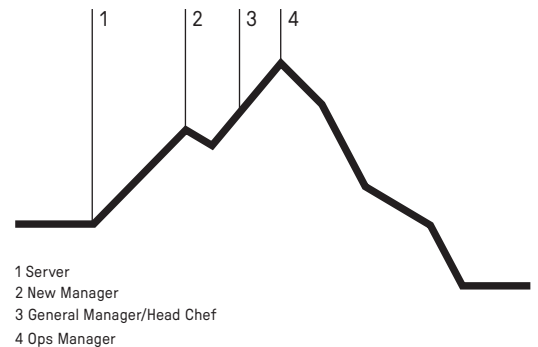
It's one thing to look at a KPI or data point and know what to do next with a specific GM or group of GMs, it's quite another to use that insight to actually influence a change in behaviour. Ever worked in a place with lots of signs on the wall? "Please leave the staff kitchen as you found it!". They don't work. We will run practical exercises in how to create a greater sense of Intrinsic motivation in our people (as opposed to purely extrinsic), how to avoid "outcome bias", the power of the Self Determination Theory, and removing constraining factors which are preventing the behaviour you want.

Afternoon Session: Coaching, The Whole Piece

Including feedback and assessment via real coaching sessions with invited clients Celebration.

ABOUT WATERSHED

We think some 'step-ups' in hospitality management are steeper than others – those where you have to change the way you work, not just how you work. That's why we've curated courses and programmes designed to support bar & restaurant managers exactly when they need it most.

**1-2 MANAGING YOUR FRIENDS**

For team members stepping up for the first time. Because being a "friend" one day and a "manager" the next is a really hard balance to strike.

2-3 GOOD TO GREAT

For those new to line management. Because managing a team to deliver long term results requires a manager who can create a high performing culture, delegate, coach and give feedback skilfully.

2-3 BUILDING STRONG BRIGADES

For chefs taking charge of the brigade for the first time. Because managing people isn't like following the spec sheet.

3-4 MOVING INTO MULTISITE

For those responsible for more than one location. Because not being the "doer" at the coal face of the business anymore is unnerving.

We bring talented leaders and potential leaders from mixed independent hospitality businesses together to enable authentic learning in an informal and responsive environment.

Our style is not an "expert" opinion delivered by a trainer but a truly collaborative approach to the day that encourages sharing of best practice, buy-in and practical application. It's an approach with proven lasting impact on participants, their teams and their organisations.