

COURSE TITLE

GOOD TO GREAT :

DAY 1: WHOLE BRAIN THINKING

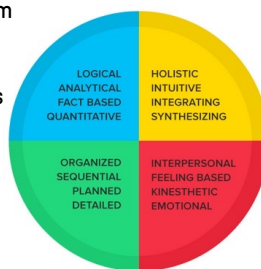
How our unique thinking style affects our unique approach to management

DESIGNED FOR: Single site line managers including GM, Head Chef and anyone in hospitality who has responsibility for long term team performance.

ATTENDED BY: GM and heading to GM. Head chef and heading to head chef. Founders who want to consolidate their team leadership skills. Specialist functions including marketing, IT and reservations.

WHAT IS IT?

As humans, we can be calm and rational or intuitive and spontaneous – we have a range of responses available to us. How we respond to events is largely determined by our thinking styles.



HOW IT WORKS

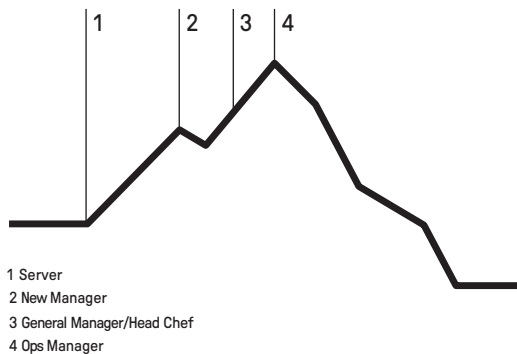
Via the *Herrmann Brain Dominance Inventory* completed in advance by participants, we explore these different types of thinking in detail showing how all these ways of thinking have their place in determining how we react, respond and create success for ourselves.

LEARNING OUTCOMES

- How your thinking style impacts on your leadership style
- How to communicate better with people who think differently from you
- How to resolve conflict in a team by breaking down interpersonal barriers

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.



COURSE TITLE:

DAY 2: THE CLIMATE LAB

DESIGNED FOR: Single site line managers including GM, Head Chef and anyone in hospitality who has responsibility for long term team performance.

ATTENDED BY: GM and heading to GM. Head chef and heading to head chef. Founders who want to consolidate their team leadership skills. Specialist functions including marketing, IT and reservations.

WHAT IS IT?

While getting paid for what we do is important, for most people this is no longer enough. We want to be able to grow, to be challenged and to have fun while we earn a living.

Through business simulation, case study and team activity we explore the powerful concept of team climate.

HOW IT WORKS

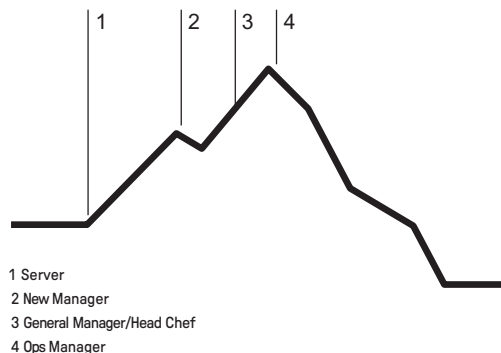
People in organisations frequently describe a type of weather system that directly affects how they behave. Unlike culture which runs deeper in organisations, climate is measurable and more manageable.

LEARNING OUTCOMES

- How to make teamwork a defining strength
- Why feedback as a concept inspires fear in so many of us and consequently why low-quality feedback lowers the performance it aims to lift – good process for giving and receiving feedback. No techniques, no tricks no sandwiches.
- The difference between transactional and transformational delegation
- Essential communication skills for establishing clarity of purpose and operating standards

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.

COURSE TITLE:

DAY 3: THE MANAGER AS COACH

DESIGNED FOR: Single site line managers including GM, Head Chef and anyone in hospitality who has responsibility for long term team performance.

ATTENDED BY: GM and heading to GM. Head chef and heading to head chef. Founders who want to consolidate their team leadership skills. Specialist functions including marketing, IT and reservations.

WHAT IS IT?

A day spent experiencing the skills, tools and conversational frameworks that coaches use. When a manager commits to coaching everyone benefits: Teams get new skills and new approaches to their work. The coach benefits too: coaching helps us see relationships beyond the obvious and develops our ability to create a vision and a common language, which inspires and motivates.

HOW IT WORKS

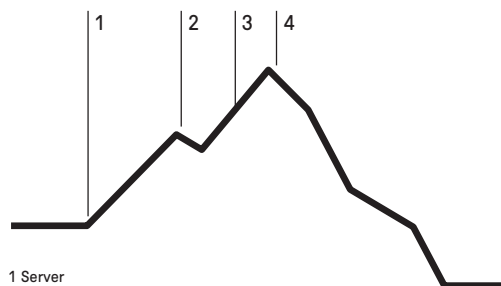
The day is fast-paced, activity driven and client-focused. Like coaching itself the process flexes according to the specific needs of the group in the room. The skills build on each other to form a coherent whole. The emphasis at this level is on short coaching conversations.

LEARNING OUTCOMES

Coaches are trained to be good at (1) quickly establishing trust (2) listening (3) keeping conversations on track through summarising and paraphrasing (4) asking powerful questions and (5) setting goals that work.

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 Server
2 New Manager
3 General Manager/Head Chef
4 Ops Manager

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.

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.

COURSE TITLE:

DAY 4: THE ART OF DELEGATION

DESIGNED FOR: Single site line managers including GM, Head Chef and anyone in hospitality who has responsibility for long term team performance.

ATTENDED BY: GM and heading to GM. Head chef and heading to head chef. Founders who want to consolidate their team leadership skills. Specialist functions including marketing, IT and reservations.

WHAT IS IT?

In an ideal world we would be at our best all of the time: authentic, decisive, consistent, adaptable and optimistic.

To get the best from others we must get the best from ourselves. From the deep stuff - how beliefs that have driven us all our lives can sometimes flip to become our limiters to the very practical – the assumptions that slip into our thinking when we look at a list

HOW IT WORKS

A fast-paced workshop looking at the most proven and practical methods of self-management

The role of mental rehearsal – envisaging doing a good job of it

'Rescripting' and 'reframing' techniques

Using Eisenhower as a GM / head chef: 'Do, Decide, Delegate, Delete'

How to 'stop' time

"Name it, Claim it, Aim it, Tame it," a process for dealing with difficult emotions

Proactivity and crossing the action line – research and exercises

Drawing resources from the past using the 'Peak Experience' technique: *What's happening when I'm at my best?*

How making the why intrinsic rather than extrinsic is so much more powerful

How anchoring' useful resourceful states creates a more purposeful individual

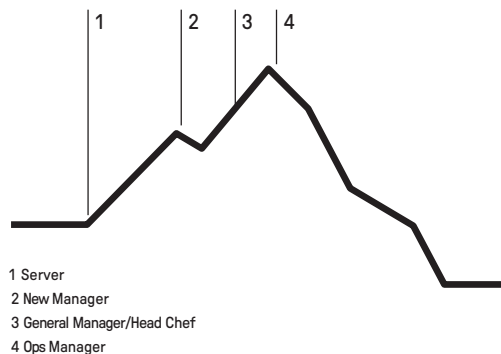
How to turn a problem focus into an outcome focus

LEARNING OUTCOMES

Getting the best from yourself - every day – every shift.

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.

Webring 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.