

BOOKINGS

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DISCUSS

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COURSE PROSPECTUS

MOVING INTO MULTISITE

A LEADERSHIP PROGRAMME
FOR HOSPITALITY OPERATIONS MANAGERS
£1495.00 +VAT



ATTENDED BY

- Newly promoted Ops Managers.
- Future potential - managers going on the journey to a multi-site role
- Experienced operators - they can learn new tricks. The environment of leadership has changed dramatically and will continue to change.
- Thinking Partners- anyone working in multi-site areas, cluster or regions including people partners, learning coaches etc.

HOW IT WORKS

The programme is scheduled over 3 consecutive days 3 times a year in London

WHAT IS IT?

The Challenge

We think being a multi-site manager is one of the hardest step-ups on the leadership ladder. Your credibility and success so far has likely been based on your skill at running a single location, and your willingness to 'put in the hours'. Unfortunately, when you're good at Now you're in charge of a collection of front-line managers who are running the day-to-day articulate the system or framework that's

something intuitively, it's often very difficult to making you successful. (the 'Inputs'). You have to find a way to get results *through* them, not *for* them. And whilst it feels good to step up, you're still not really in charge of the company strategy or targets set by the Exec team (the 'Outputs').

This places the multi-site manager as the rock between two hard places - the frontline Managers and the Exec. Between the Inputs and the Outputs.

The Solution

The multi-site manager as a master of the 'Throughputs' - an insight giver; a data cruncher; a culture curator; an inspirer of performance (not a micro-manager) and to a degree, a behavioural scientist.

Moving into Multisite (MiM) is here to bridge that gap, providing a framework for managing performance that is in line with modern day employee expectations, and providing participants with the relevant coaching techniques needed to bring it to life.

Multi-site programmes exist already...how is this different?

Our experience as operators and coaches is that often it's the way you work that trips you up, not what you're actually trying to do. Very few courses focus on this principle and none are tackling it with the latest behavioural and learning research. We believe the old 'Carrot & Stick' approach doesn't work anymore. Not only have we seen this in practice, but two pieces of data support this: -

- Employees expectations of management have changed - emotional intelligence has never been more important.
- Awareness of mental health impacts have made navigating this approach very tricky. It ignores all the evidence of behavioural science.

That's why we created MiM. It is a modern approach for driving performance in the complex post-covid workplaces that we all work in.

COURSE OUTLINE

Day 1

Morning Session: Chantal Wilson leads an introduction to the ITO framework with working examples; the impact of your words, and the need for meaningful feedback loops.

Afternoon Session: Stephen Waters on the five core coaching skills

- Advice, expertise, coaching and mentoring
- The core skills of coaching: Building rapport
- Listening at depth
- Summarising facts, feelings and meaning
- The skill of powerful questioning

Day 2

Morning Session: Philip Eeles prefaces 'E' to 'ITO', working with the idea that great MiMs create an environment in which their managers own the inputs. He will explore the latest behavioural science research which underpins a climate that empowers others - self-determination theory, intrinsic motivation, the trust radius and cognitive bias.

Afternoon Session: Stephen continues with coaching techniques....

- The GROW coaching process

- Setting goals which lead to change
- Practicing the whole piece
- Using challenge in coaching
- 'What is coaching?' exercise
- Coaching around relationship challenges
- Brief of coaching assignment

Day 3:

Morning Session: Group presentations on the E-ITO, coaching and communication tools covered on the programmes, followed by a seminar style discussion/debate on their practical application

Afternoon Session: Day 3

- Review of coaching assignment
- The skill of acknowledging
- Working with feelings
- Uncovering and working with values and what is important
- Handling blocks and self-limiting beliefs
- Practical coaching exercise: 'Clients' will join the group so participants can put into practice everything they've learned and coach for real

LEARNING OUTCOMES

- How to curate insight for your people using our own 'Inputs-Throughputs-Outputs' methodology (ITO).
- Understanding how data and insights are the ultimate weapon at your disposal to inspire performance.
- Gain clarity on how to approach every conversation as a performance one, and a coaching opportunity - words matter and their impact can be lasting.
- Learning the behavioural science behind Cognitive Bias, Self-Determination Theory and how to harness intrinsic motivation within your managers.
- A Watershed accredited Coaching qualification

2025 COURSE DATES

London FEBRUARY 2025
Day 1: Tuesday 11th February
Day 2: Wednesday 12th February
Day 3: Thursday 13th February

London JUNE 2025
Day 1: Tuesday 10th June
Day 2: Wednesday 11th June
Day 3: Thursday 12th June

London OCTOBER 2025
Day 1: Tuesday 14th October
Day 2: Wednesday 15th October
Day 3: Thursday 16th October

