

GOOD TO GREAT

AN ALL-PURPOSE HOSPITALITY MANAGEMENT PROGRAMME

BEST TAKEN AS A FIVE-DAY PROGRAMME, AND IN LONDON ONLY AVAILABLE AS SUCH
£895.00 +VAT

ALSO AVAILABLE IN BRISTOL, MANCHESTER & GLASGOW
AS STANDALONE SINGLE-DAY WORKSHOPS
£195.00+VAT EACH

WHOLE BRAIN THINKING
THE MANAGER AS COACH
MANAGING PERFORMANCE
THE CLIMATE LAB
THE ART OF DELEGATION



BOOKINGS

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ATTENDED BY:

GM and heading to GM.
Head Chef and heading to Head Chef.
Founders moving from a different sector.

Becoming a GM is a big step up. Where previously as a shift leader you lead by being there, by demonstrating the skills you expect from others, by living the team values, now your job is longer-term: The function of the GM is to build and sustain teams.

This involves a shift of mind. You can't 'make' people be team players but you can create conditions in which people perform as a team. *Good to Great* is built around the core idea of team climate: how to create a climate of team performance in the fast-paced world of bars and restaurants. We've researched and designed five sessions across the five key traits we believe make up the best GMs and Head Chefs

These sessions have been designed to stand alone and can be booked as and when you think they fit your managers' personal development areas. All five sessions can be booked together at a discount to form our *Good to Great* programme. Since 2007 over 2000 UK bar & restaurant managers from independent hospitality companies have taken this programme.

DAY 1: WHOLE BRAIN THINKING

Encounter the four thinking styles: conceptual, analytical, operational and humanistic, and discover your unique mix.

Leadership in the 21st century is about managing individual preferences in your team, 'one style fits all' won't cut it anymore. Emotional intelligence and empathy are the currency of the modern manager. Via the Herrmann Brain Dominance Psychometric Instrument, (completed in advance by participants) we explore the four different thinking preferences in human beings, and how yours can impact the people in your team.

Learning outcomes

On the basis of a 25-minute psychometric survey carried out in advance by participants:

- To appreciate your overall thinking style – the extent to which your blue (logical) green (disciplined) red (humanistic) and yellow (conceptual) scores affect your thinking.
- To appreciate the extent to which your primary thinking style is driving your thinking
- To understand how your thinking style affects your communication, management and leadership approach.
- To notice which (if any) thinking styles you may be underusing.
- To develop strategies for reshaping your thinking style over the long term - "as careers develop, demands change".

DAY 2: THE MANAGER AS COACH

What it means to bring a coaching approach to leadership

Experience the skills 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.

Learning outcomes

- To understand the fundamental principles of coaching and what separates coaching from other helping approaches such as training and mentoring.
- How to balance 'push' and 'pull' in coaching conversations.
- To actively engage with the five core coaching skills (1) building trust through rapport (2) listening for facts, feelings and meaning (3) punctuating conversations through effective summarising (4) using powerful questions and (5) setting workable, challenging goals
- Using coaching frameworks such as GROW and 'logical levels' to your advantage.
- Coaching as a restaurant management activity: Understanding the coaching continuum: how coaching can vary from short 2-minute interventions through to a full-on coaching

DAY 3: MANAGING PERFORMANCE

Getting the best from people

Most feedback actually lowers performance. A process that is intended to lift performance statistically actually lowers it. We'll look at the reasons for this, good process for giving and receiving feedback, traps to avoid all brought to life via some hospitality case studies.

Learning outcomes

- Engage with a range of useful communication tools including *succinct, specific and generous* (David Rock)
- Use situational leadership principles to skilfully balance push (feedback) and pull (coaching) skills in your performance management style
- Avoid traps in feedback-giving: know more about why most feedback lowers performance
- Engage with a range of performance management tools including asking for what you want, saying no, piece conversations, radical candour (Kim Scott) and managing problem performers.
- Apply the above to many business situations, including running meetings, briefing and debriefing shifts and running appraisal discussions

DAY 4: THE CLIMATE LAB

Getting the best from teams

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. In this session we look at the three management inputs which create a climate of team performance: clarity of where teamwork can add value, behaviours that get the best out of everyone, and the typical roles that people like to play in hospitality teams. Most teams can rapidly improve their productivity and performance by investing a little time in building and strengthening these foundations, and then reviewing their progress on a regular basis.

Learning outcomes

- Have a clear idea of how different leadership approaches create different team climates.
- An introduction to the three typical hospitality climates – and the implications of each.
- Via activity and exploration, encounter the five levels of team performance – and how to make teamwork a defining strength
- Clarity on where teamwork can add value & make a difference to performance.
- A set of behaviours and ways of interacting that gets the best out of everyone.
- Effective meetings that provide the opportunity to do this collective work.

DAY 5: THE ART OF DELEGATION

How leading others begins with leading ourselves

Delegation is tough: it demands trust on both sides, a climate which is tolerant of 'mistakes', and first-class communication skills. It is worth spending the time on coaching and developing through delegation. It is an excellent investment for the future. Many people claim they 'delegate' when they don't. Real delegation means giving people the chance to learn, to engage in work which is stretching and which has real responsibility. It is one of the main ways we achieve job satisfaction. You as a boss give up some of your responsibility for carrying out the task, even though you remain ultimately responsible for seeing that the task is done.

Learning outcomes

- What delegation involves
- 'Anchoring' useful resourceful states
- Drawing resources from the past using the peak experience technique
- The role of mental rehearsal – envisaging doing a good job of it
- How to work with negative limiting assumptions, those ideas that we may hold about ourselves, which can hold us back in life and work.
- An introduction to the Eisenhower Matrix – a framework for organizing time and tasks.
- The 7 steps of successful delegation
- Your personal drivers - How your leadership approach impacts on your leadership style
- 'Belief busting' – techniques for challenging self-limiting beliefs



DEVELOPING HOSPITALITY LEADERS