



The Independent Management School
For Independent Bar & Restaurant Businesses

EVENTS AND PROGRAMMES SPRING 2019





The Independent Management School for Independent Bar & Restaurant Businesses

UPCOMING DATES

GOOD TO GREAT

For experienced bar & restaurant managers
Five days over five weeks
Arthur Hooper's, Borough Market
£845.00 +VAT

May 2019 Programme

Wednesday 29 May
Wednesday 5 June
Wednesday 12 June
Wednesday 19 June
Wednesday 26 June

July 2019 Programme

Tuesday 2 July
Tuesday 9 July
Tuesday 16 July
Tuesday 23 July
Tuesday 30 July

September 2019 Programme

Thursday 19 September
Thursday 26 September
Thursday 3 October
Thursday 10 October
Thursday 17 October

BUILDING STRONG BRIGADES

For Head Chefs
Three days over three weeks
Arthur Hooper's, Borough Market
£575.00+VAT

May 2019 Programme

Tuesday 21 May
Tuesday 28 May
Tuesday 4 June

July 2019 Programme

Monday 8 July
Monday 15 July
Monday 22 July

September 2019 Programme

Monday 9 September
Monday 16 September
Monday 23 September

November 2019 Programme

Monday 4 November
Monday 11 November
Monday 18 November

THE BADGE

For new bar & restaurant managers
Two days over two weeks
Arthur Hooper's, Borough Market
£395.00+VAT

May 2019 Programme

Thursday 9 May
Thursday 16 May

July 2019 Programme

Thursday 11 July
Thursday 18 July

September 2019 Programme

Thursday 5 September
Thursday 12 September

October 2019 Programme

Thursday 24 October
Thursday 31 October

OPS PROGRAMME

For multisite managers, founders & exec chefs
Five days over five weeks
£1450+VAT

Spring Programme

Arthur Hooper's, Borough Market
Friday 3 May
Friday 10 May
Friday 17 May
Friday 24 May
Friday 31 May

Autumn programme

Venue Central London TBC
Thursday 19 September
Thursday 26 September
Thursday 3 October
Thursday 10 October
Thursday 17 October



The Independent Management School for Independent Bar & Restaurant Businesses

THE BADGE

For managers new to management
Two days over two weeks
£395.00 +VAT

SUMMARY

A purpose-designed intensive two-day programme in which supervisors and team leaders can develop the skills needed to fulfill their vital management roles in the restaurant.

COURSE PRINCIPLES

- To manage others well, we must tap into their individual motivators
- To manage others well we must also model the qualities we expect from them, not just the skills
- How people respond to you. What they infer about the kind of person you are – this matters. Whilst self-awareness is important in every area of life, it is essential when dealing with professional relationships.
- Feedback is an essential ingredient if performance is to be maintained - and improved.

OUTLINE TIMETABLE

Through activity we explore some of the following:

- Learning from experience to date
- Reflecting on lessons from the people who have had the greatest impact on your development as a manager – benchmarking your current approach to development against this.
- What the experts have taught us about shift management in bars & restaurants
- Some practical tips on areas where managers tend to run into trouble.
- Some guidelines on managing colleagues who are also friends.
- Good habits
- Giving and receiving feedback– taking the initiative to give others feedback about their performance - without causing damage or being seen to use techniques
- The importance of connecting with the individualism of the people you manage.
- How to influence others positively, authentically and maintain good relationships.
- How did we become the leader we are today? What might we change?
- Recognising different leadership styles and how/when/whether to use them
- Recognising and employing resourceful states: Being available, energetic, consistent and positive.
- Drawing resources from the past using the Peak Experience technique: What's happening when you're at your best?
- Action planning

UPCOMING DATES

March 2019 Programme

Thursday 14 March
Thursday 21 March

May 2019 Programme

Thursday 9 May
Thursday 16 May

July 2019 Programme

Thursday 11 July
Thursday 18 July

September 2019 Programme

Thursday 5 September
Thursday 12 September

October 2019 Programme

Thursday 24 October
Thursday 31 October

WATERSHED

We run management development programmes for bar and restaurant managers. We are proud to work alongside some of the very best bar and restaurant companies in the UK. Together we develop their employees to achieve exceptional rates of promotion from within. From our central London location, we run programmes of development for supervisors, general managers multisite managers and head chefs. Watershed also works in-house, designing and delivering programmes to suit specific needs.

*I just wanted to send an email in regards to the Watershed Training.
I came into this training not knowing what to expect, I cannot thank you enough for this positive and motivating experience I had,
personally I have learnt and gained skills I previously thought I did not have*
Kat @ Adventure Bars



The Independent Management School for Independent Bar & Restaurant Businesses

GOOD TO GREAT

A leadership programme for experienced restaurant managers

Five days over five weeks

£845.00 +VAT

SUMMARY

Leadership and management must go hand in hand. They are not the same thing. But they are necessarily linked, and complementary. Whilst a good manager will save you on costs and keep your customers coming back through good shift organisation, it takes a good leader to do this on a longer-term basis.

In addition to restaurant expertise, general managers need to be able to:

1. Work at becoming self-sufficient and to empower those qualities in others.
2. Understand and benefit from their own self-understanding.
3. Make good decisions.
4. Manage teams – usually multiple teams.
5. Coach and mentor their shift managers and department heads to be better leaders themselves.
6. Run effective, short meetings.
7. Set workable, challenging objectives for self and others.
8. Give adult to adult feedback and handle performance conversations.
9. Use their time constructively.

Only a competent general manager can create this team - and we help create this manager.

COURSE PRINCIPLES

- As leaders we must respond to different levels of competence and commitment in our teams with correspondingly different levels of direction and support.
- We cannot do everything ourselves. Nor can we assume that we can do things better than others simply because we are their bosses. In our role as leaders we must demonstrate the qualities we ask for in others and not necessarily the skills.
- Leaders who build relationships through a mentoring approach, build long-lasting, powerful relationships.
- Managing in our absence involves managing the working climate of our business.
- A group of people is not necessarily a team. Teams of people can do work that ordinary groups of people can not do.

OUTLINE TIMETABLE

Day 1 – Influencing skills – the ‘ideal’ manager - communicating effectively with people who think differently to you – understanding and using ‘clean’ language – keeping busy communications on track – moving communications forward using powerful questions.

Day 2 - The Creative Brain - 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. 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.

Day 3 – The Manager as Coach - How to build long-lasting relationships with your teams via a coaching approach to leadership – an introduction to the principles of coaching - powerful coaching conversational frameworks – coaching skills - setting goals in coaching – creating positive action for change and development.

Day 4 – The Climate Lab - Only positive teams create positive experiences for customers – How organizational climate (“the shared perception of the way things are around here”) is the key driver of motivation, performance and positive teams - how the leader can manage climate effectively both on the shift and throughout the business.

Day 5 – How Leading Others Begins With Leading Ourselves - Authenticity, decisiveness, optimism and trustworthiness are just some of the management characteristics we ask for in our leaders. These are strengths to be understood, measured and developed.

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September 2019 Programme

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Thursday 17 October

WATERSHED

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From our central London location, we run programmes of development for supervisors, general managers multisite managers and head chefs.

Watershed also works in-house, designing and delivering programmes to suit specific needs.

Given the chance, talented people want to feel themselves growing in the job, and that's what Watershed offers. People who feel they are growing in the job are, as a rule, not inclined to leave that job. Sophie Bathgate, Sophie's Steakhouse



The Independent Management School for Independent Bar & Restaurant Businesses

BUILDING STRONG BRIGADES

HEAD CHEFS PROGRAMME

Three days over three weeks

£575.00 +VAT

SUMMARY

In addition to culinary expertise, head chefs need to be able to build and lead strong brigades: they must:

1. Use their time constructively
2. Know their brigade's development needs and set workable objectives for their brigade
3. Negotiate and resolve disagreements
4. Give adult-to-adult feedback and handle performance conversations.
5. Liaise effectively with other departments in the restaurant

Only a competent head chef can create this team - and we develop these leadership and coaching skills.

COURSE PRINCIPLES

- Head Chefs who build relationships through a coaching approach, build long-lasting, powerful relationships.
- Managing in our absence involves managing the working climate of our kitchens.
- A group of people is not necessarily a team. Teams of people can do work that ordinary groups of people can not do.

Watershed management courses...insightful, relevant and genuine, providing simple yet valuable tools for the modern head chef
Anna Hansen, The Modern Pantry

OUTLINE TIMETABLE

Day 1 – The Strong Brigade: Managing Performance – what good performance management looks like. Managing push v's pull. We introduce the concept and explore the idea that a brigade with diffuse leadership works more smoothly, achieves more and retains its chefs longer. Creating diffuse leadership through skilled feedback and coaching skills

Day 2 – Getting More From Yourself: Why Strong Brigades Need Quiet Leaders
How we manage performance and get results from others is largely determined by our thinking styles. Via the Herrmann Brain Dominance Inventory, we explore these different types of thinking in detail, showing how all these ways of thinking have their place in determining how we create strong independent brigades of chefs.

Day 3 – The Head Chef as Coach - How to build long-lasting relationships with your brigades via a coaching approach to leadership – an introduction to the principles of coaching - powerful coaching conversational frameworks – coaching skills - setting goals in coaching – creating positive action for change and development.

The course was very insightful on how to think and how to make our work ways more efficient, especially when dealing with others.

Nick Molyviatis, Head Chef, Kiln

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The Independent Management School for Independent Bar & Restaurant Businesses

OPS PROGRAMME

A leadership programme for multisite managers in the UK bar & restaurant business

Five days over five weeks

£1445.00 +VAT

SUMMARY

The operations role is demanding, multi-dimensional and depends on first-class coaching and communication skills. Those who thrive in the job are self-aware, focused and leverage their knowledge of the wider business context.

COURSE PRINCIPLE

What do multi-site managers do all day? Ask them and they will talk about delegating, setting standards, managing the P&L, legals, filling gaps and so on. When we are “doing” we are moving from Manager to Ops Manager to Director and up the chain. We are “doing” our job when we check the process, ensure quality, make sure our people are at work on time and happy to be there. We are taught what to “do” as leaders, but we have to learn how to “be” good leaders. “Being” involves what we think of ourselves, our context, and what we want our future to be. In these sessions we will be looking at the powerful reciprocal relationship between the doing self and the being self – and how to communicate with both.

OUTLINE TIMETABLE

In group sizes of six participants we will cover:

- Branding
- Building self-sustaining teams
- Business strategy
- Coaching skills
- Creating purposeful local operating frameworks – understanding and developing working climate in your businesses
- Getting the best from yourself – Understanding yourself and what drives you.
- Performance management – setting goals, giving feedback, handling conflict.
- Public speaking - Finding your own voice – retaining authenticity
- The needs of investors.
- Understanding ourselves – via the Herrmann Brain Dominance Inventory and/or the Myers Briggs Type indicator

2019 DATES

SPRING PROGRAMME

Venue Central London TBC

Friday 3 May
Friday 10 May
Friday 17 May
Friday 24 May
Friday 31 May

AUTUMN PROGRAMME

Venue Central London TBC

Thursday 19 September
Thursday 26 September
Thursday 3 October
Thursday 10 October
Thursday 17 October

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WATERSHED COACHING

We offer four main streams of coaching:

The first is teaching managers the basic coaching skills to help them become more effective influencers and motivators. This is usually accomplished in one day of training which includes specifically developed coaching approaches suited to the hospitality industry. It's a practical course filled with real coaching situations - not role play. It works well to have a break of a few weeks between the two days.

We also offer a half-day refresher for people who have done the initial two days, or have some prior coaching training or experience.

The second is bespoke one on one coaching to address specific developmental, communication or leadership skills. This is particularly valuable when a key executive has taken on new responsibilities and new skills such as peer to peer, or board level influencing are required.. This type of coaching is invaluable as it creates a dedicated space for clear, focused thinking. Motivation, reward and consequences can be confidentially explored in a risk free environment with a highly experienced global coach with over twenty years of coaching and a real hands on global business experience.

The third is crisis intervention coaching. From time to time even the most capable high performers can experience situations where their ability to cope in the short term is affected. Performance suffers, work relationships are strained, costly decisions are sometimes delayed. Often a few focused coaching sessions can help to restore balance, clarity and motivation to help a person through a difficult period. As one grateful client once said "I know its not therapy - but it certainly feels like it. Thank you!!"

The fourth is team coaching. From 2 to 6 people can benefit greatly from a carefully facilitated coaching discussion. It helps senior team members share a carefully managed session that can bring about new perspectives and understanding within the organisation.

We have a number of experienced and qualified coaches to meet your specific needs.



The Independent Management School for Independent Bar & Restaurant Businesses

FACILITATORS BIOGRAPHIES



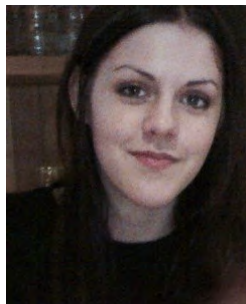
Tony Betts

Tony qualified with an Oxford & Cambridge diploma in coaching in 1998. He coaches senior executives, diplomats, entrepreneurs and business owners. He is a tutor on many public coaching and mentoring programmes and also supervises coaches. Tony is an ex-member of the Board of Governors for the International Association of Coaching, presents modules at the London Business School and has published his own coaching programme - The Art of Not Doing. Tony joined Watershed as part-time chairman in 2014



Emma Horsley

Emma grew up in Parsons Restaurant Fulham Rd, which became the template for Browns Restaurants. After university, Emma opened her own restaurant, The Stag in Hampstead and since then has worked in events at Smiths of Smithfield, GM at Adam St Private Members Club moving into Operations for the Cubitt House Group. Since 2016 Emma has been working as L&D Manager for Open House restaurants. Emma joined Watershed as a full-time teaching associate in 2018.



Jen Wake

Jen is seconded to Watershed from Fare Bar & Canteen in Hackney, east London. Prior to Fare, Jen was a GM at Foxlow, the sister business to Hawksmoor and before that was with Hawksmoor Restaurants as an AGM. Jen has a degree in Creative Writing from Manchester University. Jen joined Watershed as a part-time teaching associate in 2019.



Stephen Waters

Stephen worked as a manager with Trusthouse Forte (Dome cafe bars, Oriel, Cafe Des Amis du Vin) during the 1980's and with the founders of Pitcher & Piano as a manager, operations manager, head of the management academy and Director of Pitcher & Piano during the 1990's. Since 2001 he has been building Watershed, designing leadership development programmes for bar & restaurant companies and learning how people deliver the goods in the fast-moving hospitality environment.



The Independent Management School for Independent Bar & Restaurant Businesses

CLIENTS – SPRING 2019

KILN

HAWKSMOOR
A BRITISH STEAKHOUSE & COCKTAIL BAR


BERNARDI'S

THE **BluesKitchen**
EST. 2008

megan's
food from the heart

NobleRot

VINOTECA

Wine & Food

barrafina



(16%)
JACOB
the
ANGEL

PALATINO



**EVERY
MAN**

**SMOKING
GOAT**

The **COLUMBO** group

DISHOOM
Dishoom
دیسھوم

old parsonage
gee's
OLD BANK
QUOD

By Jeremy Magford.

OPERA TAVERN
TAPAS BAR & RESTAURANT

MAISON DE BILLES
*Tonight
Josephine*
COCKTAILS FOREVER

OTTOLENGHI

THE **Palomar**
RESTAURANT

FOOD & FUEL

The
MODERN PANTRY

VOODOO RAY'S

LA FROMAGERIE
HIGHBURY MARYLEBONE BLOOMSBURY

CRAFT
LONDON

**PIZZA
PILGRIMS**

Inception Group
Eats & Drinks
Ergo Dingo, Dripman, Muggio

LINO

BLAME GLORIA

Redemption
SPOIL YOURSELF WITHOUT SPOILING YOURSELF



NOBLE INNS

The **New** Pub Company

**THE
LONDON
COCKTAIL
CLUB**

BRAT



TFT
THE FRENCH TABLE



NIGHTJAR

MARKET TAVERNS
PUB Co.