



The Independent Management School for Independent Bar & Restaurant Businesses
A leadership programme for multisite managers in the UK bar & restaurant business
Five days over five weeks
£1450.00 +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

Day 1: Checking in on the essentials: how strong is your organization’s development identity

- **Human learning.** Building an employer brand that inspires the young.
- **Recruitment** - and behavioural interviewing as the best predictor of performance.
- **Induction** - and the questions that never get asked.
- **Training** - can Oskar help?
- **Appraisal & goal setting** - how to recognise and avoid the potential traps of performance conversations.
- **Giving feedback** – ruinous empathy, manipulative insincerity and radical candour.
- **Delegation** – balancing alignment and autonomy: finding the equilibrium between letting people do their job and doing things they way you want things done.
- **Briefing and debriefing** - learning from the Red Arrows.

Day 2: The impact we make

Typically the role of the multisite manager is characterized as featuring resilience, structure, and involving a strong relationship orientation. To what extent do you fit the part?

The Creative Brain. How we respond to events is largely determined by our thinking styles. 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.

OUTLINE TIMETABLE (CONT)

Presenting to groups.

- Finding your own voice – retaining authenticity.
- The five key elements of communication: speed & pace, pressure & affect of adrenaline, use of silence, listener driven communication and eye contact.
- Building a communication: Introduction to idea, evidence, evidence.
- Delivery techniques: bite, eyescan.
- Thinking about your audience: five questions to ask yourself
- Practice

Day 3: The Climate Lab: Managing over distance: building and managing local operating frameworks

Building remote teams. Only positive teams create positive experiences for customers. Organizational climate (“the shared perception of the way things are around here”) is the key driver of motivation, performance and positive teams. This is especially true in the bar & restaurant business where recurring patterns of behaviour, attitudes and feelings are ultimately a series of choices for those on the front line.

- The leader’s positive bias about teamwork – causes and implications.
- How people behave in groups is complex.
- Productive teamwork is built on three critical ingredients:
- 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.

The manager as coach. Managers who build relationships with their teams through a coaching approach, build long-lasting, powerful relationships. 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.
- Using coaching skills to build influencing skills
- The three pull levers in action
- Using coaching frameworks with a light touch
- Building adult – adult coaching: *I’m Ok, you’re Ok*

Day 4: Understanding and managing the commercial Imperatives

- **The needs of investors** – investing in a person and investing in a system - balancing safety with scalability –why the smaller companies tend to outperform the larger companies.

OUTLINE TIMETABLE (CONT)

- **Branding** – an introduction to the 3 B’s
- **Business strategy** - Introduction to DROM, a framework for understanding and assessing retail businesses. The want/get matrix. Understanding restaurant business infrastructure via the seven components of O.
- **Systems dynamics** – feedback loops, delays: a process for understanding businesses holistically

Day 5: Taking it out there and making it work for you

The power of alignment: Understanding yourself and what drives you. Letting go of the things that are not working for you and focusing your thoughts and energy on what you really want. Easy enough to say, but not so easy to achieve in practice. Especially when our existing “way of doing things” has bought us some success. Often we are trapped by our own past thoughts, experiences and patterns. Tips on managing time and accessing resourceful states of mind.

- How to work with negative limiting assumptions, those ideas that we may hold about ourselves, which can hold us back in life and work.
- Via ‘Anchoring’, how to access resourceful states at short notice
- Drawing resources from the past using the ‘Peak Experience’ technique: *What’s happening when I’m at my best?*
- “Name it, Claim it, Aim it, Tame it,” a process for dealing with difficult emotions

Evaluating your learning – presentations.
Close

DATES

February 2021 programme

Thursday 4 February
Thursday 11 February
Thursday 18 February
Thursday 25 February
Thursday 4 March