



The Independent Management School for Independent Bar & Restaurant Businesses

GOOD TO GREAT

A leadership programme for experienced bar & restaurant managers and chefs

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 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 / head chefs 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 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 cannot do.

COURSE OUTLINE

Module 1: Know yourself

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. Via *The Herrmann Brain Dominance Instrument* (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.

- 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

Module 2: Stay flexible

Researcher Dr. Carol Dweck coined the terms *fixed mindset* and *growth mindset* to describe the underlying beliefs people have about learning and intelligence: Individuals who believe their talents can be developed (through hard work, good strategies, and input from others) have a *growth* mindset. They tend to achieve more than those with a more *fixed* mindset (those who believe their talents are innate gifts).

- Reflective piece: *Alter Ego* 'You are who you admire' – the layers of our identity and how they interconnect.
- An introduction to the research of Douglas McGregor: *The Human Side of Enterprise*
- *Plan, do, feedback, review* - the choices we have about part that experience can play in life.
- Fixed and growth mindset – how do you measure it? Is it really not too late? ...
- How to work with negative limiting assumptions, those ideas that we may hold about ourselves, which can hold us back in life and work.
- Receiving feedback: a useful script

Module 3: Get more done

- The role of mental rehearsal – envisaging doing a good job of it
- An introduction to the Eisenhower Matrix 'Do, Decide, Delegate, Delete'
- Proactivity and crossing the action line – research and exercises
- 'Rescripting' and 'reframing' techniques
- Transformational delegation – what it involves, traps to avoid and parts of the process
- Drawing resources from the past using the peak experience technique

Module 4: Build your climate

Just as regions have climates, so do organisations, restaurants, kitchens and teams. People in organisations frequently describe a kind of weather system that directly affects how they behave. Real, physical climate may be changeable or steady, stormy or sunny, hot or cold; it affects our physical comfort and may also affect our feelings of well-being. The metaphorical climate of the work unit may be almost as tangible with the same powerful impact on people's day to day behaviour.

- Via a simulation, the prisoner's dilemma - realities of building powerful working climates
- The animal nature of human being – why we need to avoid pain before we're ready to grow.
- Victims, rescuers and persecutors, 'strokes' and 'scripts', and 'here we go again' - games people play.

Module 5: Shape your team

Your feedback style defines you as a leader. Giving your teams clear, relevant and timely information about their performance is the most essential skill for a manager at any level. Our responsibility as leaders is to close the gap between performance and potential by describing this gap skillfully and authentically. In this workshop we will explore how authentic leaders respect what is known about good feedback process, including:

- How to ask for what you want and maintain good relationships.
- How the triple skillset of 'succinct, specific and generous' makes any communication a powerful one
- How the approach of 'tough on the issues, gentle on the person' licenses you to give a wide range of feedback to your teams
- Some useful frameworks for feedback in the here and now.

Module 6: Coach

Directing people who've got the energy and need the direction is relatively straightforward - but how do you stop your stars from losing their mojo?

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.

- Introduction to three useful coaching frameworks – TGROW, Logical levels and Belief Busting.
- The skills to support the coaching: balancing push and pull
- How to adapt a full-on coaching session to bite-sized coaching in the here and now

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.