



Good to Great

A five-day programme for experienced managers and chefs.

Designed for anyone in hospitality with responsibility for long-term team performance, including front and back of house and specialist functions.

£945+VAT

What is it?

With the support of expert coaches, *Good to Great* will introduce you to the key principles and skills required to take on your first line management responsibility. The programme is built around the practicing of four critical skills: managing performance through skillful feedback, coaching, delegating responsibility and spoken communication skills for running effective meetings.

How it works

The programme runs four days over four consecutive weeks. A programme runs every calendar month except December. Group sizes vary from 8 to 20 allowing for plenty of opportunity to work in small subgroups with colleagues who face the same challenges in different contexts. We work toward the top of the group and backfill individuals who require it.

Learning outcomes

On completion of the programme, participants will:

- Have assessed themselves against our template for high line management performance, this includes sound professional skills, good social skills, self-esteem / roundedness, a team orientation that is genuine and balanced, measured decision-making, a structured operating style, proactivity / independence, and focused flexibility.
- Better understand thinking styles via *The Herrmann Brain Dominance Inventory* (HBDI) and be better able to adapt their own to the person in front of them
- Manage situationally. To be able to respond skillfully to the 6 development situations that you staff encounter as they find their place in your team.
- Manage the climate of your business via a greater understanding of the five key climate variables
- Coach others skillfully through effective goal setting, rapport, active listening, and effective use of coaching conversational frameworks
- Have been introduced to a range of management tools for immediate use. These include: Lencioni's team performance audit and action, delegation via Watershed's CDR framework, balancing push and pull for effective communications and three tools for each, the coaching continuum, TGROW – a framework for managers who take a coaching approach, the trust radius, how to make a leadership speech – a useful framework, belief busting - a process for building confidence in ourselves and others, sources of style, a series of biographical questions to help us understand why we do leadership our way, anchoring resourceful states and a range of other tools depending on the preferred pace and direction required by the group.

About Watershed

We run management development programmes and special events for bar and restaurant companies. Together we develop their people 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. Our style is not just an expert opinion delivered by a trainer but a truly collaborative approach to the day that encourages sharing of best practice, buy- in and practical application. For experienced managers we add structure and meaning to what is already an intuitive understanding. Our approach is proven to have a lasting impact on participants, their teams and their organisations.