



Moving into Multisite

A three-day management programme for hospitality leaders operating across more than one site

Monday 27 November – Wednesday 29 November 2023

Citizen M, Bankside, SE1 0NZ

£1350.00 +VAT

A three-day programme for operations managers, founders and exec chefs working across multiple locations.

What is it?

Moving into multisite is hard; you must deal with the new idea that:

A good decision process always beats a good outcome.

Rather than: *do it right, it's what are the right things to do?*

You are no longer judged on just getting it right, you are judged on the process you used to get it right. Just like in GCSE maths you get more marks for showing good working than you do for getting the right answer. In bars & restaurants the equivalent would be the extent to which the multisite manager mixes feedback and coaching with each of their reports. Another example might be how they plan their week mindful of the idea that they might do better work at home running through some P&Ls than they would be doing by being seen to get around all their sites every week. A third might be taking the GM off site for a high-quality meeting rather than showing you still know how to run the floor (or the brigade) by diving in to help when the shift seems overwhelming. Should you dive in? Always? Sometimes? Never? That's not the point, the point is, whether you're diving in or not, you must be working in the background with your GM / HC working towards the solution for why the dive in was needed in the first place. *What are the right things to do?*

If you've succeeded as a GM through your people skills, you'll still need these, but you quickly need to acquire a commerciality which itself requires significant analytic ability. It's a data-led, rather than an activity-led job.

You don't have a tribe or a home any more, you're a nomad. You don't have a team around you every day; the team that you went a long way to recruit, train and inspire and that rewards you daily with demonstrations of their commitment and skill, is no longer around you. Don't underestimate how much energy that team brings so many successful GMs. The ops manager's role is like crossing the

Rubicon. You're at the banks of the Rubicon and you've got to get a group of people to cross the Rubicon with you and commit to the challenge on the other side.

You represent an organisation: pressure from above. You have resources: pressure from below.

The Ops/GM relationship (for which also read the Exec chef/head chef relationship– works better as a partnership of equals. Both parties are respected for doing what they do, but neither does the other one's job for them. It's a coaching relationship.

This is the first UK programme designed specifically for UK hospitality managers by experienced operators. The programme challenges head on the idea that succeeding in a multisite role is a radically different proposition from succeeding as a GM.

How it works

Run in small groups of no more than nine mixed from high performing independent bar & restaurant business, the programme is case study based and draws on psychometric profiling completed in advance by participants.

Learning outcomes

On completion of the programme you will:

- Understand and share our proposition that your role is about process not just outcomes.
- Skillfully manage the proactive and reactive nature of your work.
- Have an enriched management toolkit including giving feedback, coaching, and managing everyday performance conversations.
- Understand your own thinking style and adapting the way you relate to others.
- Helping your managers to manage their team's careers using our six development situations model.
- Understand how to be an effective coach and why you need coaching skills to do your job properly.
- How to use public speaking to promote your organization and share ideas.

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.