

INTRODUCTION TO WATCHHOUSE (THE "MODERN COFFEE" EXPERIENCE)

MODULE: DEVELOPING AND MANAGING INDIVIDUALS AND TEAMS (LCLM5002)

ASSIGNMENT: COMPONENT 1 – INDIVIDUAL PRESENTATION

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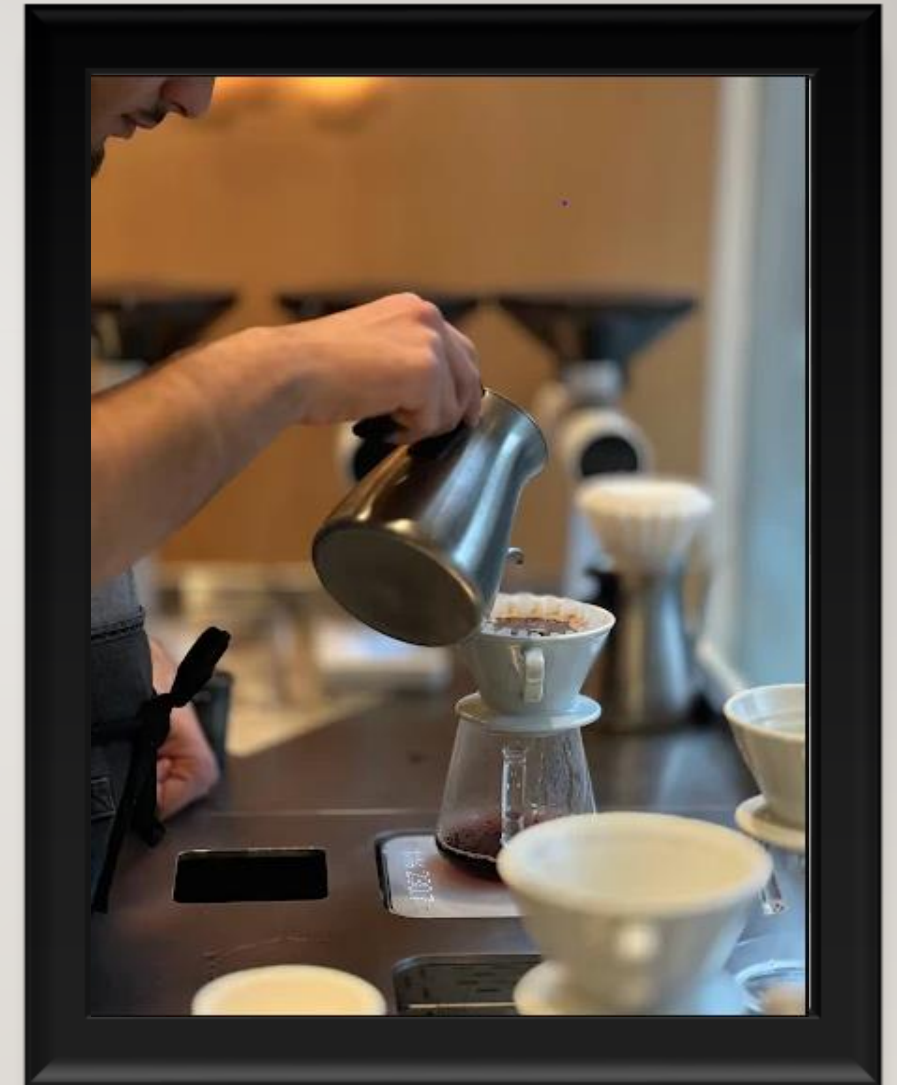


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INTRODUCTION TO WATCHHOUSE



Who is WatchHouse? A UK-based company offering "Modern Coffee" and hospitality services with a focus on quality and transparency.



Context: Known for high-design "Houses" and artisan craft.



The Strategic Goal: To achieve a perfect balance between artisan craftsmanship and commercial efficiency.

RECRUITMENT PROCESS :JOB ANALYSIS



The Goal: Identify the Gap. We need a "Senior Specialist Barista" for a new London House location.



The Analysis: The role is more than making coffee; it is a "Brand Ambassador" experience.



Requirements: High-level sensory skills paired with the ability to maintain pace in a busy environment.



The Hook: WatchHouse recruits for "Vibe" and "Skill" in equal measure.



JOB DESCRIPTION & PERSON SPECIFICATION

- **Job Description (The Tasks)**
 - Dialing in espresso recipes daily to ensure flavor profiles.
 - Maintaining £15,000 worth of specialty coffee equipment.
 - Mentoring and training junior staff members.
- **Person Specification (The Person)**
 - **Essential:** SCA Intermediate Brewing Certificate; 2+ years in Specialty Coffee.
 - **Desirable:** Deep knowledge of coffee origins and processing methods.

IDENTIFY LEARNING & DEVELOPMENT NEEDS



INDIVIDUAL CASE: A HIGH-PERFORMING BARISTA MOVING INTO A SHIFT SUPERVISOR ROLE.

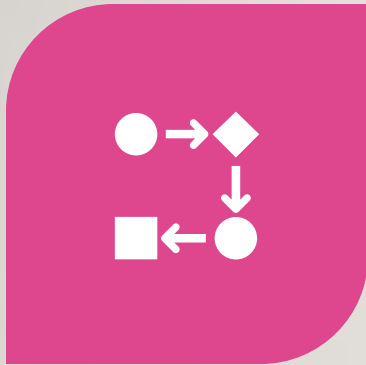


THE "GAP": THEY POSSESS THE TECHNICAL SKILL BUT LACK FINANCIAL LITERACY (P&L REPORTS) AND CONFLICT RESOLUTION SKILLS.



THE ANALYSIS: UTILIZING A **TRAINING NEEDS ANALYSIS (TNA)** TO MAP OUT SPECIFIC COMPETENCY REQUIREMENTS FOR THE PROMOTION.

– BEHAVIOURIST APPROACH



CONCEPT: LEARNING THROUGH REINFORCEMENT AND REPETITION.



APPLICATION AT WATCHHOUSE: USING **STANDARD OPERATING PROCEDURES (SOPS)** TO REINFORCE POSITIVE BEHAVIORS.



EXAMPLE: A NEW STARTER RECEIVES POSITIVE REINFORCEMENT (PRAISE OR A "STAR OF THE MONTH" AWARD) FOR CONSISTENTLY FOLLOWING THE EXACT RECIPE FOR A FLAT WHITE.

CONCLUSION

- 1. Strategic Vision: WatchHouse provides an opportunity to work within a modern UK coffee house, which has the primary objective of achieving both an artistic approach to coffee making and commercial efficiency.
- 2. Brand Ambassadorship: In recruiting senior specialist baristas, WatchHouse also defines this as a brand ambassadorship experience.
- 3. Equitable Recruiting: The "hook" used by WatchHouse when recruiting baristas is based on both "vibe" and "skill."
- 4. High Level Performance Standards: This position will require significant sensory skills, the ability to maintain £15,000 worth of equipment, and formal education or certification such as an SCA Intermediate Brewing Certificate.
- 5. Identifying Gaps in Competence: A TNA (Training Needs Analysis) must be completed when moving from a barista to shift supervisor and specifically addresses gaps in both financial knowledge (reviewing P & L reports) and conflict resolution.
- 6. Behaviorist Reinforcement: WatchHouse achieves consistency of quality using Standard Operating Procedures (SOP's) and positive reinforcement techniques, i.e. "Star of the Month" award.
- 7. Cognitive Empowerment: By teaching the "why" behind coffee chemistry and extraction science, WatchHouse empowers baristas to become independent problem solvers and not simply follow recipes.

COGNITIVIST APPROACH

Concept: Uses the learning process as a way of thinking about the learner's internal processing and moving from "what" to "why".

WatchHouse Application: Workshops that are advanced in nature - Coffee Chemistry and Extraction Science.

Input: Water Mineral Content (TDS) affects flavor - How does TDS affect flavor? What do I need to know about TDS?

Processing: Relationship between temperature and acidity - How does temperature affect acidity? What can I do with this knowledge?

Output: The independent problem-solving ability to troubleshoot recipes without the use of manuals.

Impact: A barista who is empowered to be a problem-solver, rather than a mere recipe follower.

Cognitive Learning Theory

All conscious and unconscious processes by which knowledge is accumulated through perceiving, recognizing, conceiving and reasoning



ANY
QUESTIONS?

References Academic Examples) Armstrong, M. and Taylor, S. (2020) Armstrong's Handbook of Human Resource Management Practice. 15th edn. London: Kogan Page. Kolb, D.A. (1984) Experiential Learning: Experience as the Source of Learning and Development. New Jersey: Prentice-Hall. Mullins, L. J. (2019) Management and Organisational Behaviour. 12th edn. Harlow: Pearson. WatchHouse (2026) Our Values and Careers. Available at: <https://www.watchhouse.com/careers> (Accessed: 1 March 2026)