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Individual Presentation

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The Scenario

Fully Booked 120-cover service
Mid-scale city-center restaurant

Three issues:

- Head Chef sick
- Server sick
- Food delivery missing

This presentation explains how I would manage a fully booked service under significant operational pressure , ensuring customer satisfaction and staff well being



Management Approach

- Calm, structured leadership
- Situational Leadership (Hersey & Blanchard, 1982)
- Prioritise guest experience + staff wellbeing
- Clear communication channels

I use Situational Leadership to adapt my style to the team's needs, something I saw work effectively during my placement.

Problem 1: Head Chef Sick

- Large gap in BOH leadership
 - Reduced technical skill in BOH
 - Increased pressure on Sous Chef
 - Risk of slower ticket times
 - Risk of quality inconsistency
 - Impact on staff moral
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Impact: reduced BOH coordination and consistency (Walker, 2006)

Kitchen Strategy

Sous Chef as Expediter

Commis on starters / Cold plates

Kitchen Porter supports prep +
cleaning

Clear role allocation
(Tesone, 2010)

Heavy focus on mis en place

**Impact: increased
workflow efficiency
and reduced BOH
stress (Tesone, 2010)**

Problem 2 : Server Sick

- Increased FOH workload
- Larger sections
- Slower service risk
- Reduced upselling (Heppell, 2015)
- Higher guest-wait times

**Impact: slower service
and reduced sales
(Heppell, 2015).**

FOH Strategy : Pod System

- Pod system instead of sections
- Bar team used as floating support
- Manager on the floor during peak
 - Service priority board
- Clear communication signals

Impact: improved service flow and team adaptability (Johnston & Clark, 2012)

Problem 3: Missing Food Delivery

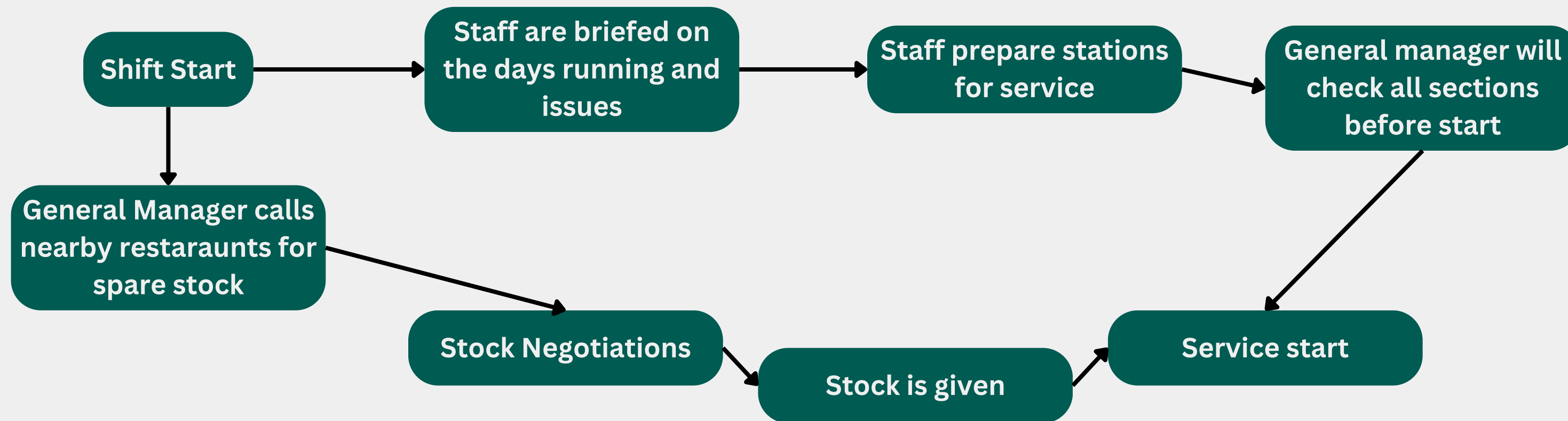
- Menu Shortage
- Top Sellers affected
- BOH pressure
- Guest trust
- Customer dissatisfaction

The missing food delivery drastically affects menu reliability and guest trust (Brown, 2019) and the pressure across all sections to preform

Missing food strategy : Rescue Menu

I activate a simplified 'Rescue Menu' using existing stock. If needed, I borrow essentials from nearby restaurants — a common industry practice. This however changes guest perception and attracts more complaints (The Caterer, 2024).

Service flow plan



Impact: maintains operational rhythm and reduces stress (Walker,J, 2006).

Industry Examples

The Ivy – Chef shortages → reduced menu + slower service

Wagamama – FOH shortages → longer wait times

Nando's – Supply chain failure → menu item removal

Prezzo – Staff redeployment during peak periods

Dishoom – Simplified menus during stock issues

This shows: operational resilience and crisis response across the sector (BigHospitality, 2023; UKHospitality, 2024).

Examples Breakdown

Head Chef absent → The Ivy

The Ivy publicly reported chef shortages leading to:
reduced menu
slower ticket times
increased pressure on Sous Chefs
(BBC, 2025)

Server absent → Wagamama

Wagamama experienced FOH shortages that caused:
longer table waits
reduced upselling
increased staff stress
(UKHospitality, 2024)

Missing delivery → Nando's

Nando's had a national supply chain crisis:
chicken shortages
forced menu removal
temporary closures
(Business Reporter, 2024)

Staff redeployment → Prezzo

Prezzo used cross-training to:
move bar staff to FOH
maintain service flow
(Restaurant Online, 2024)

Menu simplification → Dishoom

Dishoom temporarily simplified menus during stock issues:
reduced complexity
maintained consistency
(The Staff Canteen, 2023)

Reflection based on Gibbs (1988)

- Identified strategies that are likely to stabilise service under pressure
- Recognised areas that may not perform as expected in real operations
- Evaluated potential risks in BOH/FOH coordination and menu adaptation
- Analysed how leadership style influences team performance in crisis
- Future focus: refine communication systems and strengthen cross-training
- This supports: structured reflective thinking and professional development (Gibbs, 1988).



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