

Effective Management

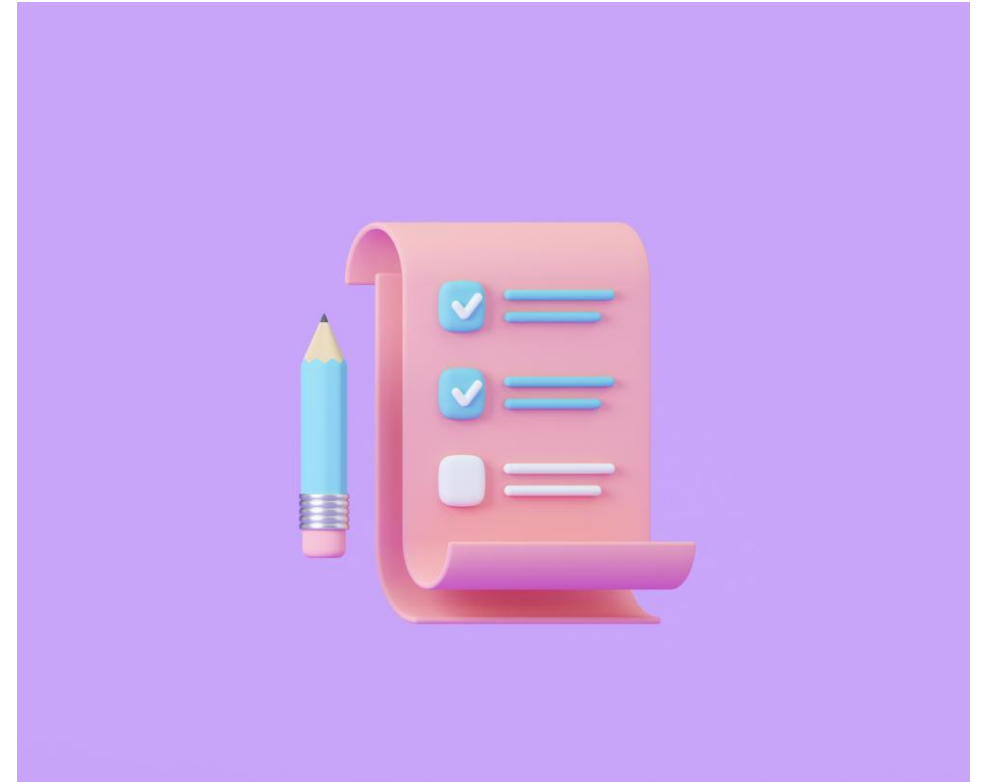
BMGM4000

Week 2: Management Principle

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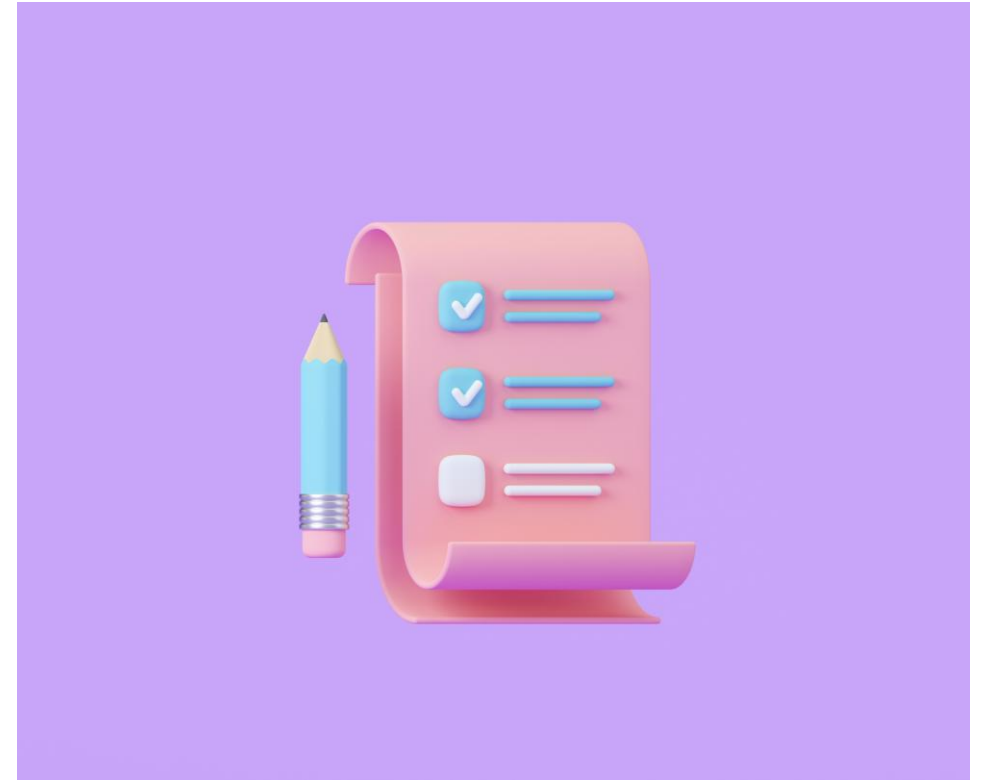
Agenda

- What is Management & Leadership?
- Function of Management
- Management Tools
- 5 Levels of Leadership
- Management By Objectives
- Case Study – Hell's Kitchen



Recap of last week

- Module Aims
- Learning Outcomes
- Assignment – Portfolio
- Brigade System
- Restaurant Structure
- Role & Responsibilities





What is Management & Leadership?



What is Management?
What is Leadership?



What is Management?

(Kotter, 2017) defined management as a job that takes care of planning, organising, budgeting, coordinating, and monitoring activities for a group or organisation.



What is Leadership?

(McKinsey & Company, 2024) defined leadership as: a set of mindsets and behaviors that aligns people in a collective direction, enables them to work together and accomplish shared goals, and helps them adjust to changing environments.

Management is about seeking order and stability; leadership is about seeking adaptive and constructive change.





Function of Management

What is the function of management?

- The core activities managers perform to coordinate people and resources.

Why?

- To achieve organisational goals.



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What are the core activities that managers perform?



What are the core activities that managers perform?

boh and foh
admin
observer leadership hygiene
nothing responsibility
responsability smile stock,rotas,orders
manage the staff safety
manage the customer' organizations performance
maintain cohesion stock
maximise efficiency managing service goals
min max achievement

RESULTS SLIDE



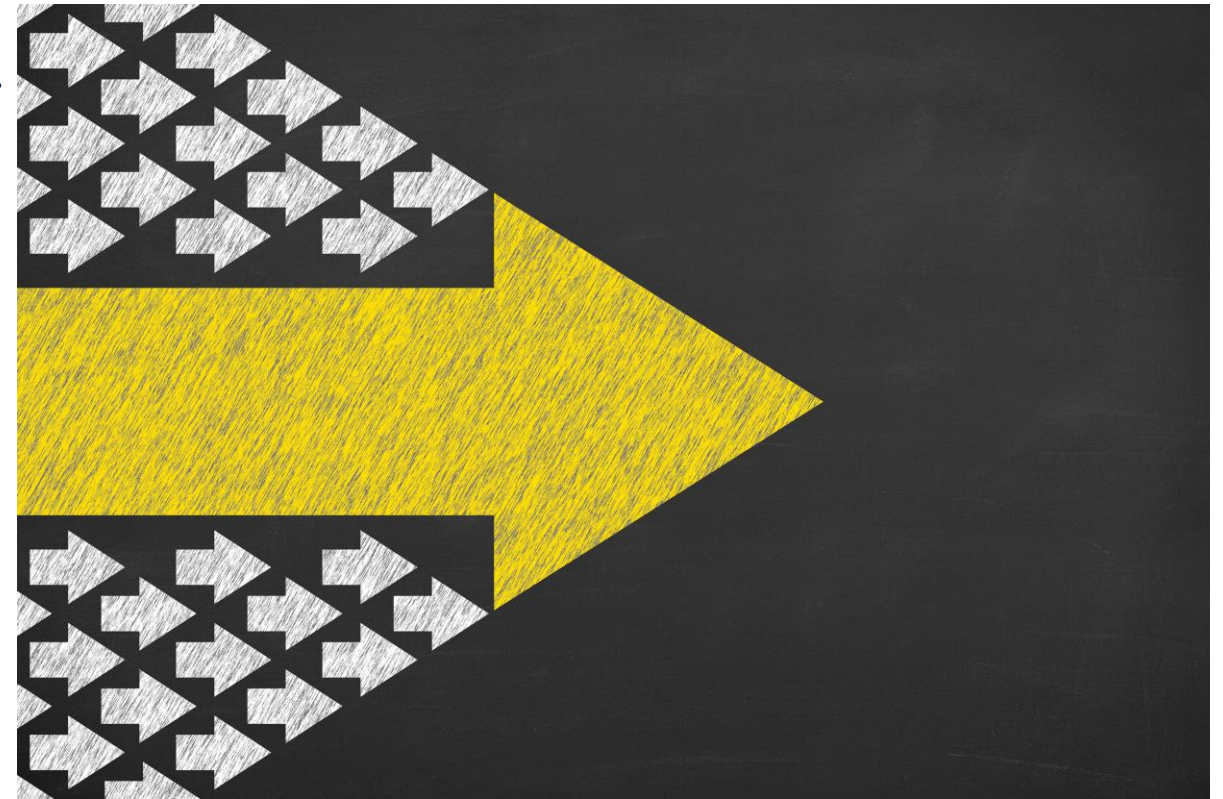
Planning

Organising

Staffing

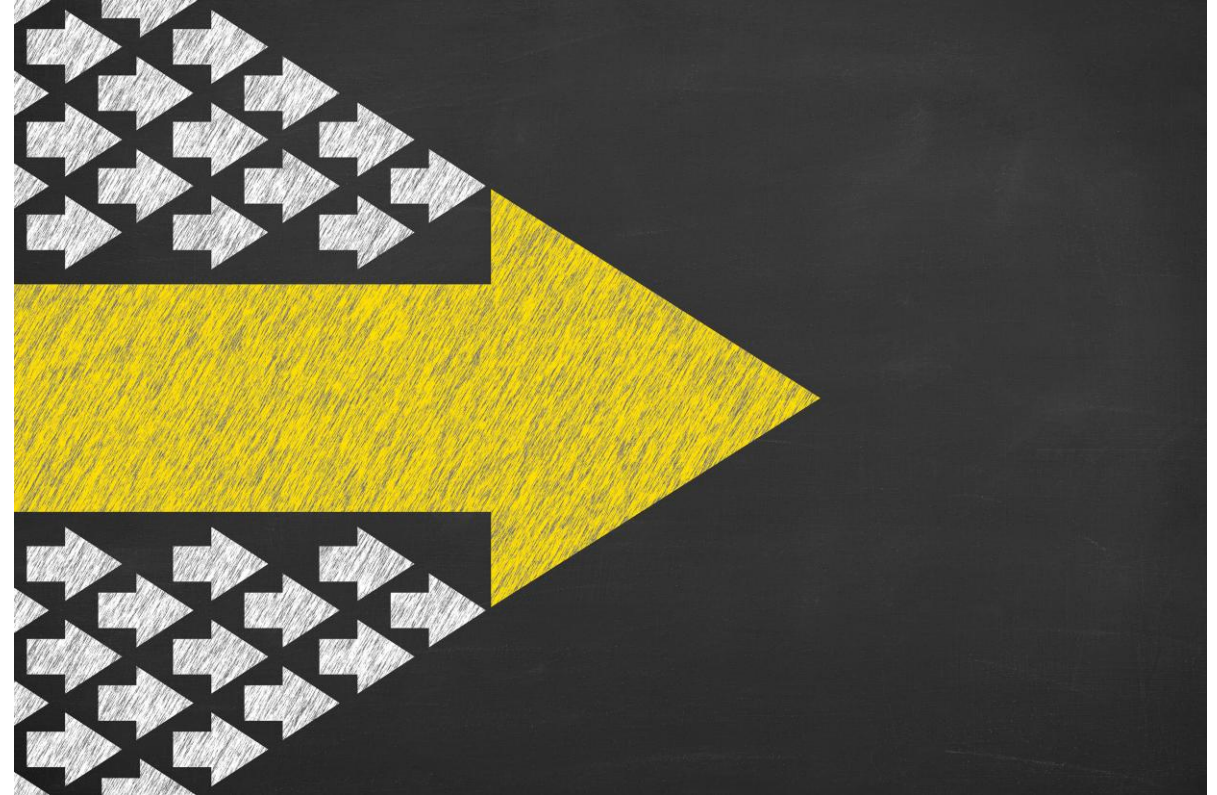
Directing/
Leading

Controlling



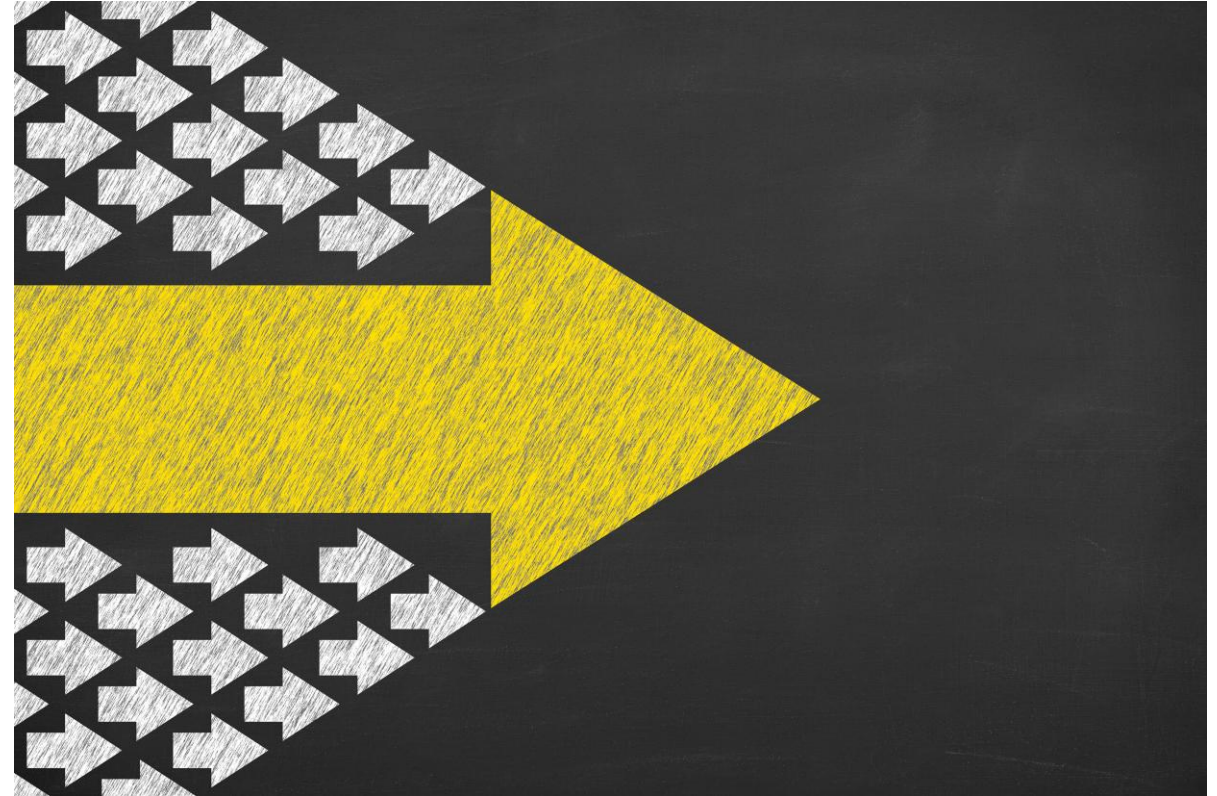
Planning

- Setting objectives
- Advance decision making on what needs to be done
- Advance decision making on which person(s) for task
- Requires forecasting – what is probable to occur
- Strategy development – in line with organisational goals
- Clear action steps – route to success/completion



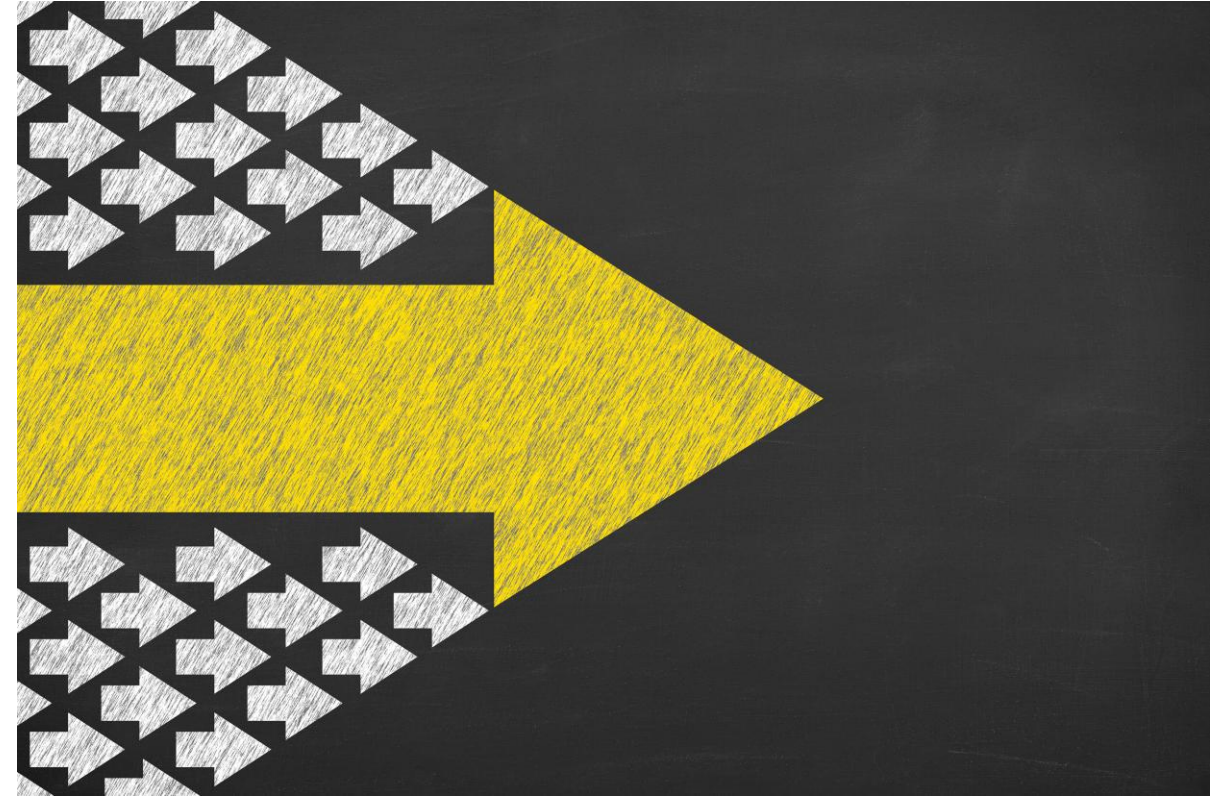
Organising

- Arranging resources: people, materials, finances, technology required for the task(s)
- Establish roles and responsibilities of each person
- Communicate plans and requirements
- Establish authority/hierarchy



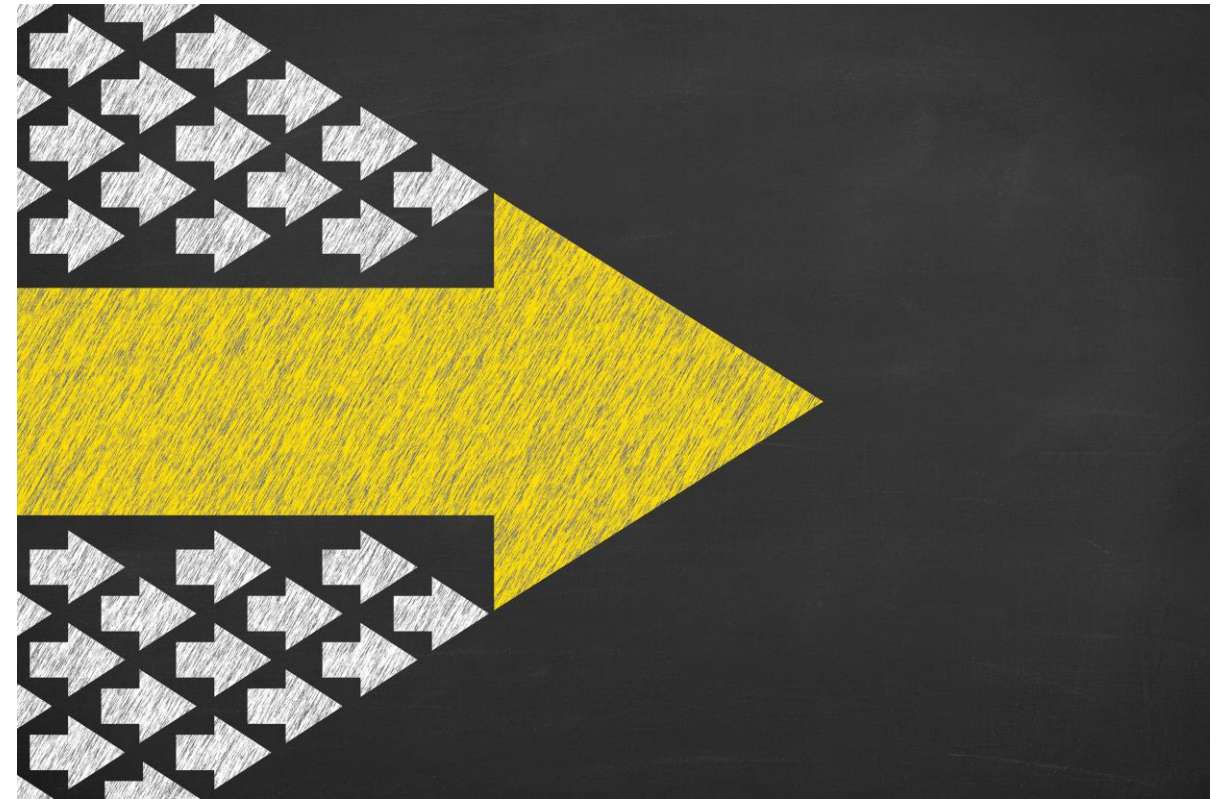
Staffing

- Recruitment
- Training
- Development – right people for the right jobs
- Ensure organisation has skilled & motivated employees



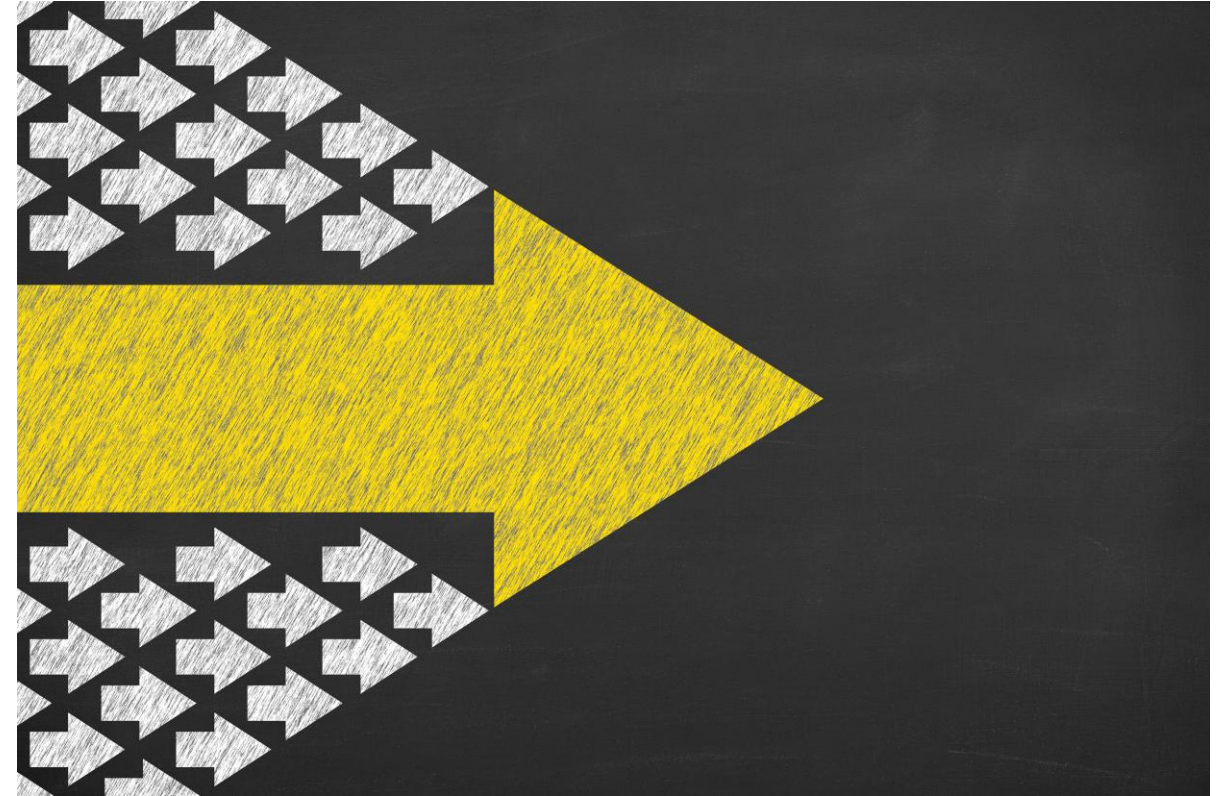
Directing/Leading

- Guiding, motivating & supervising employees to achieve objectives
- Requires leadership, communication & conflict management



Controlling

- Monitor performance throughout
- Compare performance to the previously set standards
- Take corrective action where required
- Ensure goals are met



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Why is planning considered the first step in the management process?

It helps managers delegate tasks immediately

0%

It sets the direction and goals for the organisation

0%

It focuses on supervising employees

0%

It ensures financial control

0%



6

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Showing Results

Why is planning considered the first step in the management process?

It helps managers delegate tasks immediately



16.67%

It sets the direction and goals for the organisation



66.67%

It focuses on supervising employees



16.67%

It ensures financial control



0%

RESULTS SLIDE





In a restaurant, which of the following best demonstrates the organising function?

A manager creating the annual budget

0%

A chef developing a new menu

0%

A front of house manager assigning staff members to specific shifts

0%

A supervisor giving a motivational speech

0%



6

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Showing Results

In a restaurant, which of the following best demonstrates the organising function?

A manager creating the annual budget



0%

A chef developing a new menu



0%

A front of house manager assigning staff members to specific shifts



100%

A supervisor giving a motivational speech



0%

RESULTS SLIDE





Which of the following is NOT part of staffing?

Recruitment and selection

0%

Training and development

0%

Pricing and menu design

0%

Performance appraisal

0%



6

Join at: **vevox.app**ID: **177-403-615**

Showing Results

Which of the following is NOT part of staffing?

Recruitment and selection



Training and development



Pricing and menu design



Performance appraisal



RESULTS SLIDE





How does effective directing improve customer satisfaction?

By giving employees less supervision

0%

By ensuring motivated employees provide excellent service

0%

By reducing staff interactions with guests

0%

By increasing operational costs

0%



6

Join at: **vevox.app**ID: **177-403-615**

Showing Results

How does effective directing improve customer satisfaction?

By giving employees less supervision



0%

By ensuring motivated employees provide excellent service



83.33%

By reducing staff interactions with guests



0%

By increasing operational costs



16.67%

RESULTS SLIDE





Which of the following is the first step in the controlling process?

Establishing performance standards

0%

Evaluating employee feedback

0%

Taking corrective action

0%

Measuring performance

0%



6

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Showing Results

Which of the following is the first step in the controlling process?

Establishing performance standards



50%

Evaluating employee feedback



33.33%

Taking corrective action



0%

Measuring performance



16.67%

RESULTS SLIDE





Management Tools

Methods, techniques & systems used to plan, monitor, analyse & improve organisational performance

Restaurant Specific

- Reservation Management
- Point of Sale (POS)
- Inventory Management
- HR Management
- Analytics

Why are management tools so important?

- Managing a restaurant requires fast and constant adaptation.
- Many moving parts to monitor – customers, staff, inventory, costs, quality.
- Eases pressure, ensures consistency and reduces some task associated admin.
- Digital platforms enable trackable trends to determine successful and less successful areas.
- Centralised platforms that multiple staff members can access if required – particularly useful for establishments with a management team rather than one person.





Break



Effective Leadership

Are Leaders born or made?



There are multiple ways of perceiving leadership:

- **Traits** - What type of person? Leaders are born not made.
- **Situational** – “Contingency Theory” Context dictates style, match the right style to the right situation.
- **Power/Influence** – Root of power e.g. rewards/incentives, coercive approaches, expert knowledge to influence.
- **Behaviour** - What they do/method? Task or people oriented. Good leaders act in certain ways regardless of their personal traits.

PERSON

Is it **WHO** ‘leaders’ are that makes them leaders?

RESULTS

Is it **WHAT** ‘leaders’ **ACHIEVE** that makes them leaders?

POSITION

Is it **WHERE** ‘leaders’ **OPERATE** that makes them leaders?

PROCESS

Is it **HOW** ‘leaders’ get things done that makes them leaders?

(Grint & Nixon, 2015)

In your opinion, what makes an effective leader?



12 characteristics of a good leader

1. Self-awareness
2. Respect
3. Compassion
4. Vision/strategic thinking
5. Communication
6. Learning agility



7. Collaboration
8. Influence
9. Integrity
10. Courage
11. Gratitude
12. Resilience

TRAIT/SKILL	DESCRIPTION
1 SELF-AWARENESS & EMOTIONAL INTELLIGENCE	Understands self and others; manages emotions and builds trust.
2 VISION & STRATEGIC THINKING	Has a clear long-term vision and creates strategies to achieve it.
3 COMMUNICATION SKILLS	Listens actively, speaks clearly; adjusts communication to audience.
4 INTEGRITY & TRUSTWORTHINESS	Acts ethically, keeps promises, and earns respect.
5 DECISION-MAKING & ACCOUNTABILITY	Makes informed decisions; takes responsibility, encourages ownership.
6 ADAPTABILITY & LEARNING MINDSET	Adjusts to change; learns from feedback and failures.
7 MOTIVATION & EMPOWERMENT	Inspires others, delegates effectively, builds confidence in team members.
8 SITUATIONAL AWARENESS	Understand the environment, adapts leadership style accordingly.

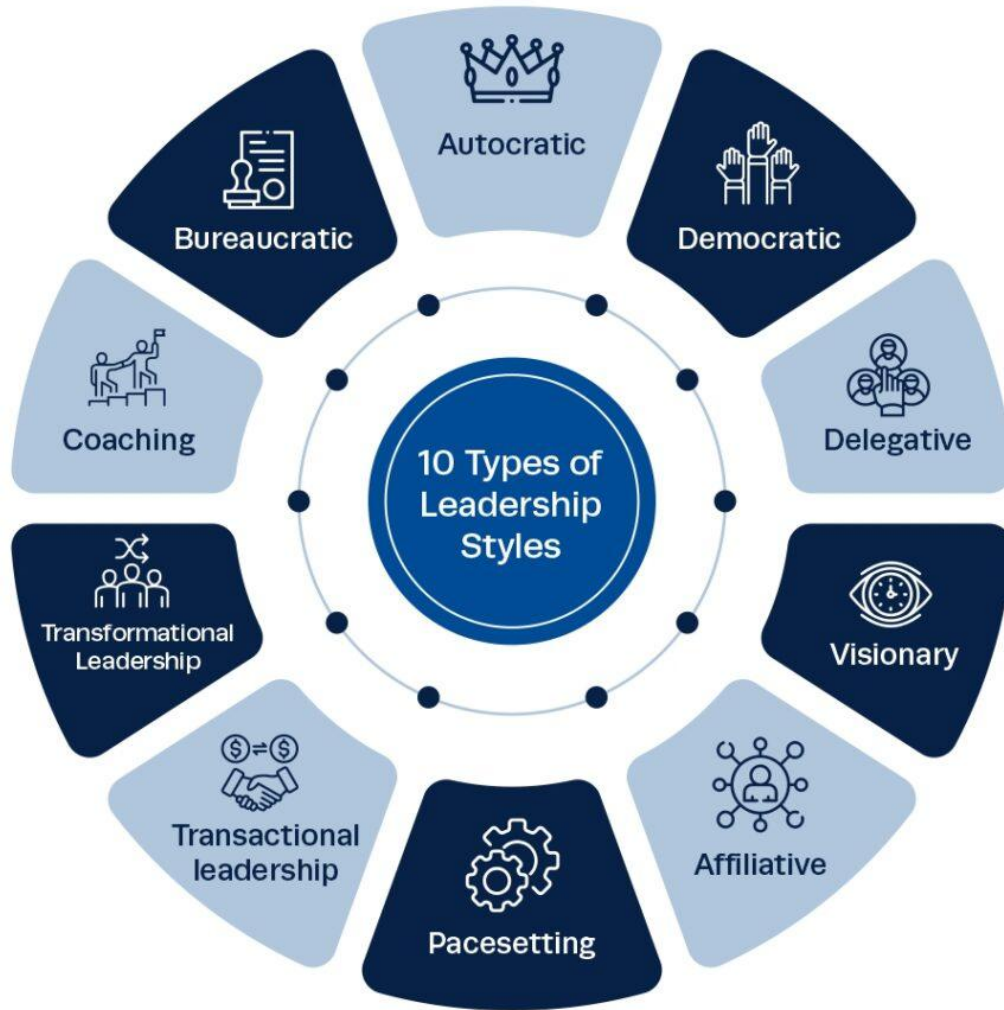
What does this mean in practice?

Simon Sinek

- American Author
- Expert on Business Leadership
- “Start with WHY”
- “The greatest contribution of a leader is to make others leaders”
- “Good leaders share the credit when things go well and take responsibility when things go badly”
- Famous TedTalk where he introduced The Golden Circle – concept that successful leaders start with WHY they do what they do, instead of focusing on what they do or how they do it







10 types of leadership styles, what do they mean?

Autocratic – Makes decisions with little or no input. Maintains strict control. Efficient in emergencies but can reduce creativity & team morale.

Democratic – Encourages group participation in decision making. Collaboration is valued, but leader makes final decision. Promotes engagement & commitment but slows down decision making.

Delegative – Hands off approach. Little supervision or direction from leader. Great for well-skilled teams but can lead to confusion or lack of accountability.

Visionary – Focus on inspiring and guiding others to long-term goals. Motivate through purpose, values & clear sense of direction. Powerful for driving change & innovation but can cause lack of focus on short-term goals.

Affiliative – Focus on building strong emotional bonds & team harmony. Leader prioritises empathy, trust & wellbeing. Boosts morale, reduces conflict but can cause poor performance to be overlooked.

Pacesetting – High performance standards. Leader expects team to follow their example. Leader is highly driven and hands on. Drives fast results but can cause burnout & stress.

Transactional – Clear structure & specific goals. Rewards for success, consequences for failing. Effective for short term tasks & routine work but may limit creativity & long-term motivation.

Transformational – Inspires & motivates followers to exceed expectations through shared vision, innovation & individual development. Effective for driving change & growth but requires strong emotional intelligence & commitment.

Coaching – Focus on developing individuals for long-term success by guiding, mentoring & providing feedback. Builds skills & confidence but can be time consuming. Less effective if team isn't open to growth.

Bureaucratic – Strict adherence to rules, policies & procedures. Prioritises structure & order. Leader is predictable but stifles innovation.



5 Levels of Leadership

5 Levels of Leadership

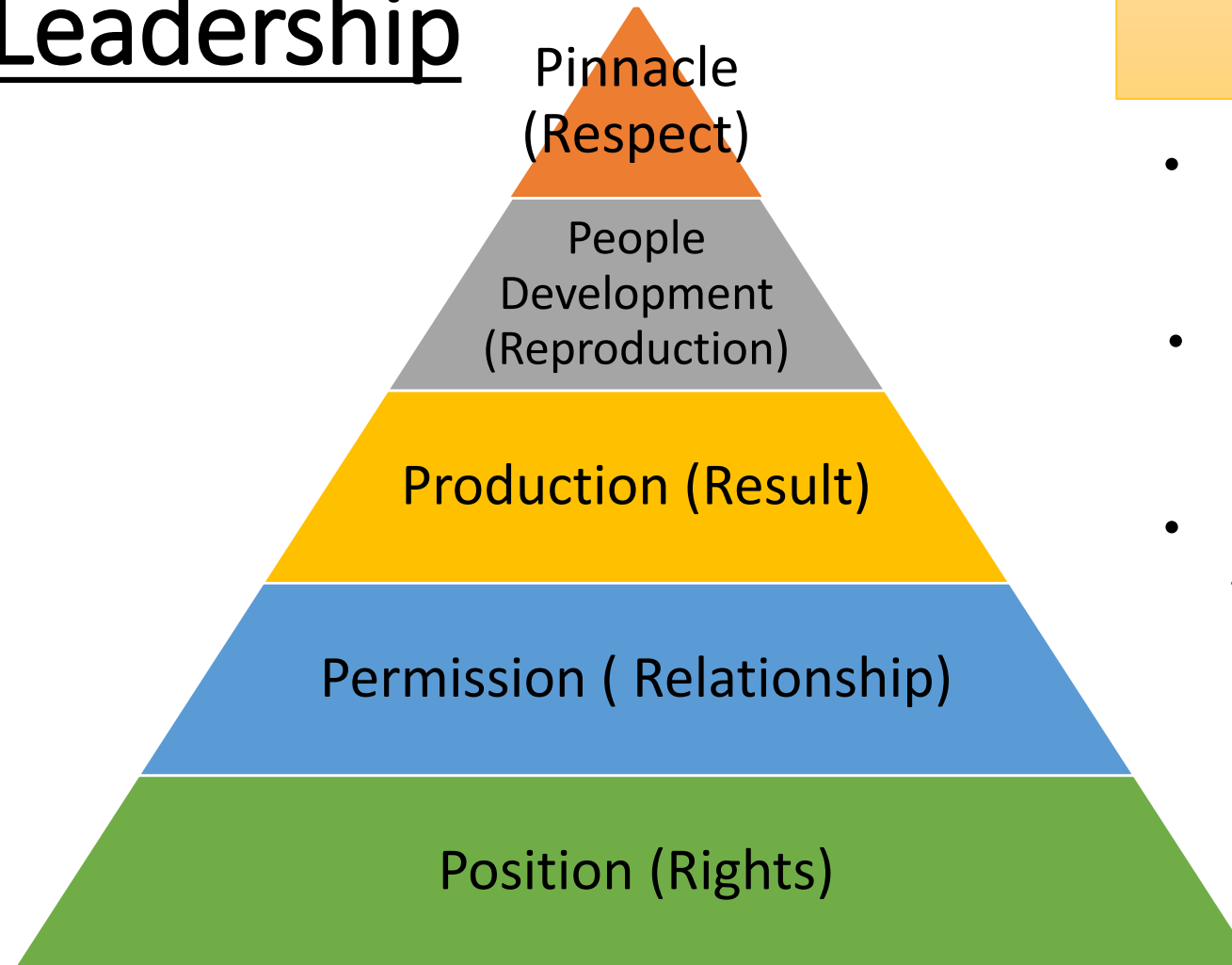


John C. Maxwell

- “People do what people see”
- “We attract who we are, not what we want”
- “You grow a company by growing people”
- “You can’t teach someone what you can’t do yourself”
- “Leadership is always ongoing”
- “Leadership is influence”



5 Levels of Leadership



People Follow You
Because...

- of whom you are and the quality you have
- of what you have done for them
- of what you have done for the organisation
- they want to
- they have to

(Maxwell, 2013)

Ever worked with a bad leader?

- Think of that person
- How would you describe him or her?
- How did they make you feel?
- Any common themes?



What is the Dark Side?

Barbara Kellerman – “Bad Leadership”

(Kellerman, 2014)



- **Incompetent**

Leader and at least some followers lack the will or skill (or both) to sustain effective action. They do not create positive change.

- **Rigid**

Leader and at least some followers are stiff and unyielding. Although they may be competent, they are unable or unwilling to adapt to new ideas, new information or changing times.

- **Intemperate**

The leader lacks self-control and is aided and abetted by followers who are unwilling or unable to intervene.

Callous

Leader and at least some followers are uncaring or unkind. Needs, wants and wishes of most (especially subordinates) are ignored or discounted.

Corrupt

Leader and at least some followers lie, cheat, or steal. They put self-interest ahead of public interest.

Insular

Leader and at least some followers minimise or disregard the health and welfare of ‘the other’ – those outside the group or organisation for which they are directly responsible.

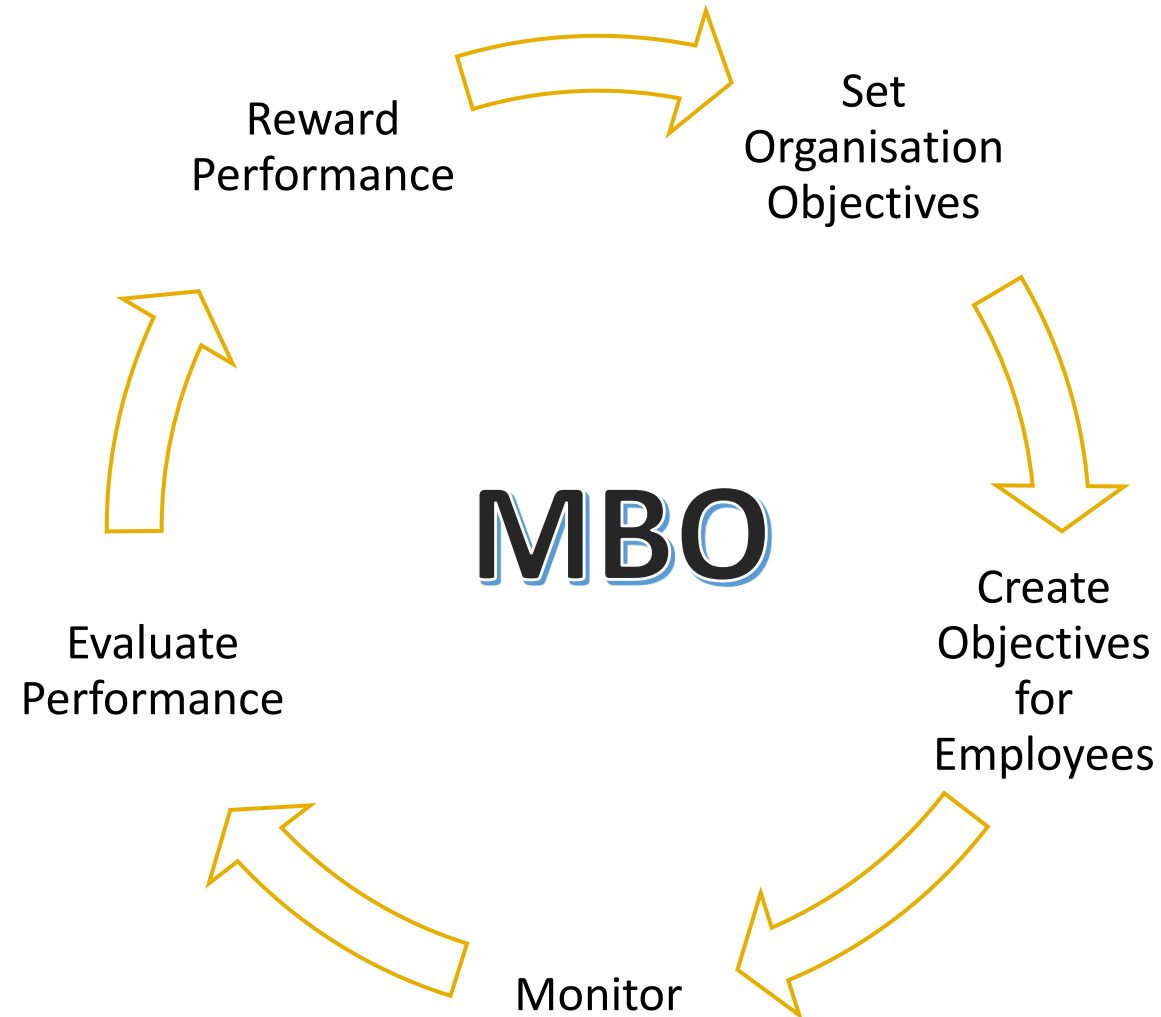
Evil

Leader and at least some followers commit atrocities. They use pain as an instrument of power. The harm can be physical, psychological, or both, and is severe.



Management by Objectives

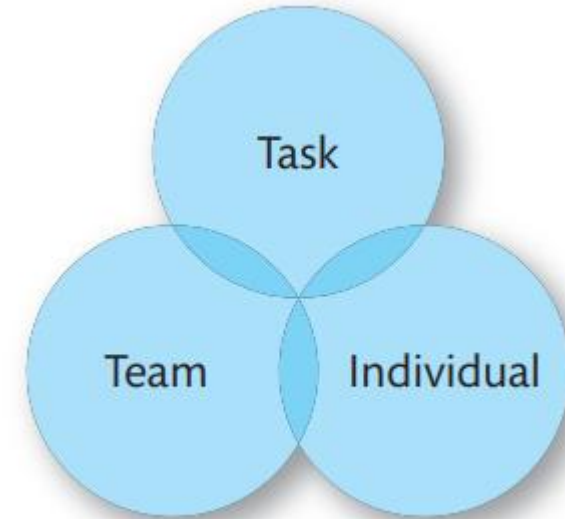
Process of Managing Business Objectives



Action-centred Leadership model

- Achieving the task
- Managing the team or group
- Managing individuals

The circles overlap because they require attention simultaneously

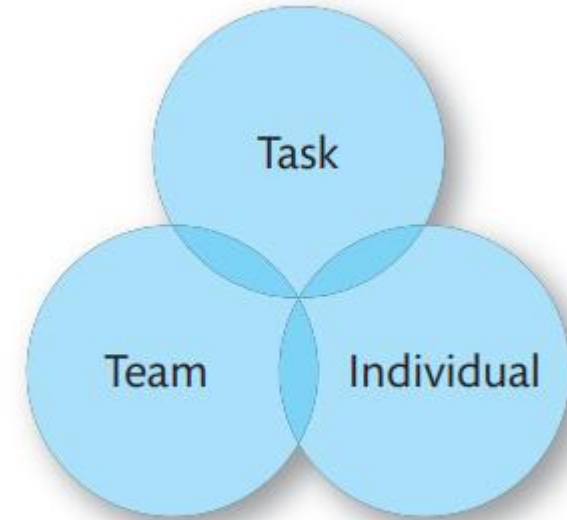


John Adair's action-centred Leadership model

(Adair, 1989)

Action-centred Leadership model

- Practical theory designed for consistent use
- Can be used in any industry at any level
- Adair believes leadership can be taught
- To be an effective leader you simply need to learn how to lead – not all leaders are born that way

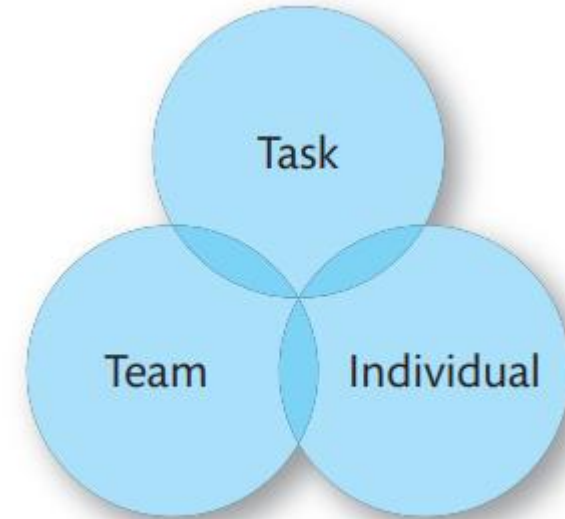


John Adair's action-centred Leadership model

(Adair, 1989)

Action-centred Leadership model

- Advantages – easy to use, adaptable, encourages focus and motivation.
- Disadvantages – some find it too simplistic, some believe it is autocratic as it focuses on control by the leader, can be viewed as outdated.
- Start by defining the task and then consider whether team or individual requires more focus, branch out from there. Monitor all elements throughout and adjust level of focus as and when required.



John Adair's action-centred Leadership model

(Adair, 1989)



Case Study

Hell's Kitchen



Activity – Case Study (Hell's Kitchen)

What is the level of management of Gordon Ramsay?

What bad management elements can you identify?

Can you suggest any interesting points from the video?



1.Digital Skills Session – UWTSD Advisor

2.Assignment Workshop



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