

Developing Outstanding Managers



We believe everyone deserves to have an outstanding manager.

MMU helps people master the essential skills and disciplines to become the leader of managers.



To become an outstanding manager, it's important to focus on the challenges that matter most. Too often managers receive no development – either in the transition to a new role, or to improve their effectiveness in an existing one – which can leave them overwhelmed and unable to lead effectively, resulting in performance issues.

With practical training and coaching, plus a healthy dose of focus and discipline, your managers can become world-class – delivering consistent performance and improved results.

We help operations managers, multi-unit managers, and the human resource professionals who support them. From small to large organisations, this brochure outlines our approach.

The road to becoming outstanding starts now...

Challenges That Matter. Solutions That Last.

Are you a newly appointed, first-time multi-unit manager?

A manager who struggles to prioritise?

Or a leader who avoids difficult conversations?

MMU isn't just another training company. Whatever the issues, we can help with our frontline-focused approach. Sustained improvement in performance is only achieved through the consistent application of new and better behaviours and high-impact activities.

To do this we use:



Discover, Develop, Deliver.

Starting from the **discovery** phase, we begin to understand your issues and challenges. Next, we **develop** a personalised roadmap that outlines your goals.

Then, we help managers achieve operational excellence by **delivering** tailored support programmes through a combination of face-to-face, virtual, live coaching, “observations” onsite and 360-degree feedback.

Leading others from a distance creates its own unique challenges that can be difficult to resolve.

Our practical support empowers managers to:

- Achieve greater structure and consistency
- Develop true focus and discipline
- Take control of their time
- Become the leader of managers.



The Numbers Speak for Themselves.

81% of people who report to a trained leader said they were more engaged in their jobs.¹

Poor leadership practices cause most organisations to operate with a 5 to 10% productivity “drag”.²

77% say they received **no formal, structured training or coaching support** when they first became a multi-unit manager.³

Inadequate management is the second biggest contributing factor to workplace stress-related absence.⁴

High performing multi-unit managers **achieve better engagement** when they regularly carry out activities like goal setting and discussing performance.⁵

“ If we keep doing what we’re doing, we’re going to keep getting what we’re getting”

Stephen R. Covey

¹ <https://www.chieflearningofficer.com/2017/08/17/business-case-leadership-development/>

² <https://www.gbcorporat.com/blog/the-cost-of-poor-leadership-on-your-revenue-and-culture>

³ MMU LinkedIn poll, 2023

⁴ <https://www.cipd.org/uk/about/press-releases/rise-stress-poor-management/>

⁵ Edger, C. (2012) Effective Multi-Unit Leadership – Local Leadership in Multi-Site Situations, Farnham: Gower Business Publishing

What We Do:

Multi-Unit Management

Multi-unit managers are key enablers.

As the leader of managers, they typically oversee multiple, diverse teams across a large geographic area. To be truly effective they need development that equips them with practical skills and tools they can use daily.

Crucial to their business success, world-class organisations recognise the challenges that multi-unit managers face, including:

1

Competing demands:
poor planning and prioritising, which results in a lack of focus on key goals.

2

Under-performance:
without proactive management this leads to missed opportunities.

3

Lack of team development:
reducing the capability to solve problems and increasing reliance on the manager.

“Finally, a training consultancy that gets operations! Driving sales, managing margins and labour and developing the critical people skills needed.”

Peter Davies, Former Director of Retail Operations, Starbucks UK

The Operational Disciplines Model™

MMU’s Operational Disciplines Model™ is a tried and tested framework to deliver operational excellence. At its heart, there are four distinct operational disciplines and each one can be viewed through four operational lenses.

In our experience, operational disciplines are not a buffet; you can’t just cherry pick one or two in isolation as this will fail to deliver results.



The Building Blocks to Mastering Multi-Unit Management.

Underpinning the Operational Disciplines Model™, we have developed a range of development modules to support multi-unit managers.



The Leader of Managers:

Models of effective multi-unit management, developing a situational approach to leading from a distance.

Impact

Multi-unit managers who understand how to lead effectively, adapt their leadership style to the individual and the situation, and are consistent at carrying out the essential operational practices.



Full Focus Productivity:

A game changing approach to achieving the most important goals at work and at home.

Impact

Enhanced ability to prioritise and focus; the Productivity Code melds the creation of quarterly goals, with a systematic approach to weekly and daily planning.



Ops Disciplines – Period Reviews:

How to conduct effective periodic, structured reviews between multi-unit managers and site managers.

Impact

Covering all aspects of a balanced operation, this module enables people to deliver exceptional results, through the four operational lenses; team growth, customer experience, quality of operations and financial performance.



Ops Disciplines – Proactive Planning:

Understand measures of success, the actions managers should take and define accountability.

Impact

Go beyond SMART objectives to develop an understanding of how success will be measured, alongside a detailed action plan that identifies specific weekly steps to achieve your goals.



Ops Disciplines – Critical Impact Visits:

Prepare for critical impact visits and apply the relevant lenses to each area of the business.

Impact

Enhance customer experience and provide team recognition, encouragement, and coaching. Make progress with the Quarterly Big Rock Action Plan and achieve consistent operational excellence.



Performance Coaching:

Learn how to observe, question, listen, hold back, and deliver effective feedback when coaching your team.

Impact

Improved performance through understanding the challenges a line manager faces when coaching team members. Develop competence and confidence in delivering praise and corrective feedback.



Tough Talking:

Conduct difficult conversations effectively to overcome obstacles in your team or organisation.

Impact

Productive conversations that achieve the desired outcome, however difficult the circumstance. Build confidence to proactively address issues of performance and/or behaviour.



Wellbeing:

Self-care strategies to promote wellbeing, and prevent stress turning into overwhelm and burnout.

Impact

Resilient teams that can navigate the complex and uncertain world we live in, deal with failure well and minimise key stressors by identifying triggers and high-pressure zones.



Building Bench Strength:

Apply the Rule of Seven development plan for successful succession planning across the organisation.

Impact

Develop a clear people inventory and pipeline of future talent by building a robust, user-friendly, personal development plan and conducting regular and effective reviews of these objectives.



Leading a Customer Experience Culture:

Deliver exceptional service and genuine hospitality with structure, focus and energised teams.

Impact

Create and sustain a customer service vision with the customer at the heart of every action. Generate clear actions to enhance customer experience; increasing transactions and average spend.

What We Do:

Leadership Development

We specialise in supporting both newly appointed first-time managers, as well as the more experienced, leader of managers who frequently lead teams from a distance – often across different countries and time zones.

To do this we conduct formal training or coaching at all levels, provide a structured and consistent approach, and develop the confidence to flex their leadership style and have difficult conversations.

No one doubts the pace of change that today's leaders must contend with, compounded by complex and diverse challenges, including:

1

Competing priorities: feeling overwhelmed, the needs of the team, and the classic 'middle management' squeeze.

2

Too much micro-management, too little delegation: inability to flex levels of direction, coaching and empowerment to meet the needs of the team member.

3

Leading others from a distance: struggling to build meaningful connections with diverse team members, aligning everyone to deliver results.

Globally Recognised Programmes.

Leaders need a programme of support that blends on-the-job learning and coaching, with relevant and bite-sized content delivered in person or virtually.

We tap into the content from world-class providers and combine this with our own knowledge to relate it to your team. We're accredited to deliver this for teams of two to 20.

Accessing this content is not reserved for big companies with large budgets! MMU helps the smallest teams to leverage this outstanding content.

blanchard

With two of the world's most widely used leadership frameworks, The SLII Experience® and The One Minute Manager, MMU can deliver proven, time-tested models to make everyone a leader and help you to reach your goals by accessing the powerful Blanchard content solutions.

[Find out more —>](#)

 **FranklinCovey**

MMU delivers Franklin Covey's world-renowned, personal effectiveness and leadership development solutions. This includes The 7 Habits of Highly Effective People and Leading at the Speed of Trust. We curate the best tools, videos and self-assessments to increase individual and team contribution.

[Find out more —>](#)



MMU is accredited to deliver the Full Focus Productivity programme; a system created by performance experts to banish distractions, tame your to-do list, and achieve the big goals that matter most. The programme includes core practices that are essential to transforming personal productivity.

[Find out more —>](#)

What We Do:

Time Management and Productivity

Focusing on what's important is tough. Living in a world of multiple and ever-changing priorities, with constant interruptions and distractions, it's easy to feel the following:

1

Overwhelmed: if too many priorities need to be juggled, what matters to you most gets neglected.

2

Busy but not effective: putting in the hours, eating into personal time with no true sense of achievement, with too many to-dos slipping through the cracks.

3

Distracted and unfocused: interruptions and diversions are constant and pervasive, preventing focus and productivity.

“Intend your time, spend your time and defend your time if you want to achieve the double win; to win at work and succeed at life!”

Michael Hyatt, Founder & CEO, Full Focus Company

Achieve What Matters Most.

The Full Focus Productivity programme is not about cramming more into your to-do list. It's about shifting your focus to what really matters.

Full Focus equips goal-minded individuals, business owners, and leaders of the world's largest companies with the resources they need to accelerate their performance. Building on the proprietary content from The Full Focus Planner programme, we explore the core practices which are essential to transforming your approach to personal productivity.

Find out more —>

“I particularly loved the productivity code, which structures your planning time and I've found identifying my weekly and daily big three really beneficial.”

Hayley Cummings, People Director, Pizza Pilgrims, London



“ MMU has delivered clear, measurable training, which has supercharged our operations team. They teach and coach the most impactful skills, behaviours and frameworks. Our business and team would not be the same without Lee and his team of legends!”

Gavin Smith, Managing Director, Pizza Pilgrims



A Roadmap to Being an Outstanding Manager.

When we develop a learning pathway, we curate a blend of programmes and modules in a combination of in-person, virtual one-to-ones, and site visits. These are tailored to your needs and dovetailed to your timescales.

This page shows an example of a six-month programme for a client who wanted to focus on enhancing the skills of their multi-unit managers and improving productivity:

Month 1

Programme kick-off
(1 hr)

Blanchard: Building Trust
(35 minute online self-learning)

Leader of Managers
(1 day work session)

Leadership Action Profile LABII
360 - Round 1 using SLII behaviours

Month 2

Blanchard: SLII Experience
(8 x two-hour live virtual sessions)

Debrief Leadership 360 Round 1
(1 hr per participant)

Action Learning Sets 5 participants
(1 hr)

Month 3

Wellbeing: self and team care
(2 x two-hour live virtual sessions)

Full Focus Productivity
(1 day work session)

On-site visit observation and feedback
of multi-unit managers Round 1
(1 day in trade)

Month 4

Ops Disciplines: Period Review
(2 x two-hour live virtual sessions)

Ops Disciplines: Proactive Planning
(2 x two-hour live virtual sessions)

Month 5

Ops Disciplines: Critical Impact
Site Visits Part 1
(2 x two-hour live virtual sessions)

Ops Disciplines: Period Review
Observation (Virtual) Round 1
(2 hrs per participant)

On-site visit observation and feedback
of multi-unit managers Round 2
(1 day in trade)

Month 6

Building Bench Strength
(2 x two-hour live virtual sessions)

Leading A Customer Experience Culture
(1 day work session)

Leadership 360 Feedback – Round 1
using SLII behaviours



Success Story: Selling Like Hotcakes.

PAUL is a French chain of bakery and cafe restaurants, with a worldwide presence. The operations managers in the UK required greater structure and consistency; some were experiencing a decline in like-for-like sales and were failing to meet their revenue budgets. A new approach was needed, with structured business reviews and store visits that would see management teams truly own the flawless execution of their plans.

Using simple but effective techniques, we helped them significantly improve performance over a year – resulting in a sales growth of over 20% for this bakery chain.

20% sales growth
over a year



“ I can’t emphasise enough how much the MMU programme has helped them to demonstrate the behaviours we needed and to keep them focused and on track.”

Gary Cowles, Operations Director, PAUL

[Read the full case study —>](#)

About MMU.

Mastering Multi-Units delivers practical training and coaching to help leaders and managers become more productive, manage overwhelm and increase their confidence in tackling performance challenges.

Greater consistency. Enhanced productivity. Improved results.

For over a decade, we've been observing and supporting managers. Our team understands operations because we've all been there – on the frontline – working with diverse teams to make a difference and drive performance.

Our practical experience and know-how, coupled with academic research and insights, helps us to take an objective, fresh perspective on the organisation and the capabilities of its managers.



We Work With Organisations Large and Small in Hospitality, Retail and Beyond.

**PIZZA
PILGRIMS**

**Noble
Foods**
SINCE 1920


STICKS | N | SUSHI

**BIG
FANG**
COLLECTIVE

Biffa

PAUL
depuis 1889


Welcome
Break

moneycorp
exchange experts

WING-STOP
RESTAURANT

MARAY

**CONCORDE
BGW GROUP**
DESIGN | BUILD | INTERIORS

mylahore
BRITISH ASIAN KITCHEN

**Havens
Hospices**

NISBETS

FIGRELLA'S
CUCINA


CANADA'S PUB
HUDSONS
* W O

**بيت
Bateel**

Aaron's

Lantana


丸亀
製麺
**MARUGAME
UDON**

Are You Ready to Start Developing Outstanding Managers?

If you'd like to discuss your development needs, please book a free discovery call by emailing contactus@masteringmultiunits.com.

Web | LinkedIn

