



# The Leader of Managers

Elevate the leadership skills of your multi-unit managers







*“MMU draw from their extensive experience to provide practical advice and proven strategies for managing diverse teams, operational disciplines, and delivering operational efficiencies.*

*Their insights into maintaining high standards, driving performance, and fostering team development are invaluable for achieving operational excellence.”*

Rob Hodges, Managing Director, Mission Coffee Works



# The Leader of Managers

Elevate the leadership skills of your multi-unit managers

**In today's fast-paced hospitality and retail sectors, the role of a multi-unit manager is pivotal to an organisation's success.**

Yet managing diverse teams spread across multiple locations presents a unique set of challenges that, without the right mindset, toolset and skillset, can lead to missed opportunities and underperformance.

At Mastering Multi-Units (MMU), we recognise that multi-unit managers are the backbone of your operations. They hold the key to unlocking consistent performance, driving growth, and maintaining brand standards across geographically dispersed sites. However, too often they are left to navigate these challenges without the proper support, leading to burnout and disengagement.

## Common Challenges Faced by Multi-Unit Managers

### 1. Competing demands and priorities

Multi-unit managers often struggle to juggle competing demands across locations, resulting in poor planning and prioritisation. This can lead to a lack of focus on critical business goals, leaving teams under-resourced and disengaged.

### 2. Underperformance and missed opportunities

Without proactive management, underperformance and inconsistencies at individual sites can go unnoticed or unaddressed for too long. This not only affects the bottom line but also erodes team morale and customer satisfaction across the area.

### 3. Disconnected teams and remote leadership

Leading from a distance makes it difficult to foster meaningful connections with managers and their teams. Without a strong leadership presence, multi-unit managers may struggle to align their teams to business objectives, resulting in a lack of commitment and, ultimately, disengaged teams.

**We understand these challenges. For over a decade, we've worked closely with multi-unit managers in hospitality, retail, and other industries, helping them overcome these obstacles and unlock their full potential.**





mmu   
Developing Outstanding Managers

Lee Sheldon  
MMU



## Your Trusted Guide in Developing Multi-Unit Leaders

**At MMU we are more than just a training provider – we are your trusted partner in developing the next generation of multi-unit leaders.**

The Leader of Managers open programme is specifically tailored to address the complexities of leading remote teams across multiple locations.

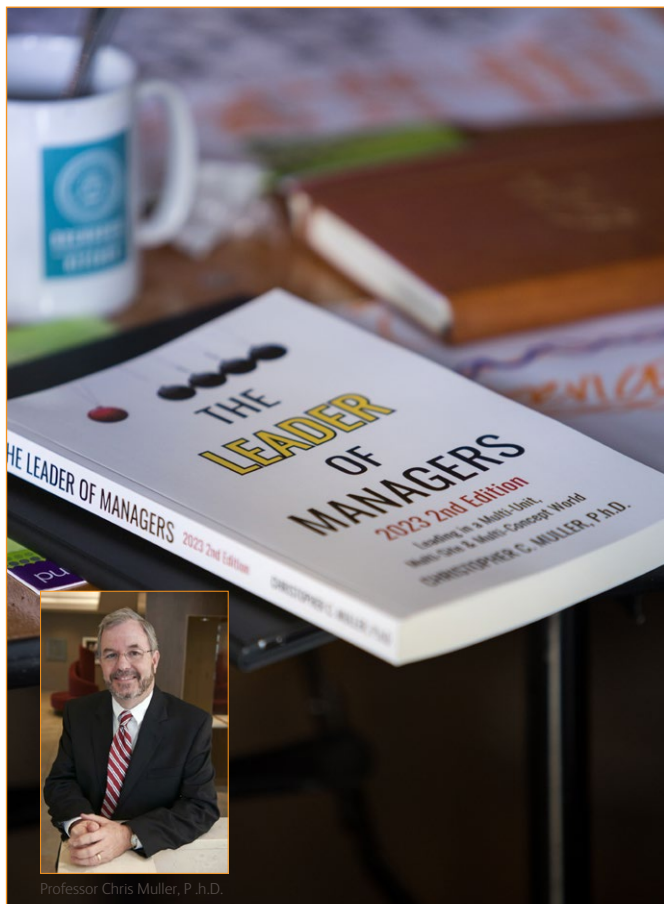
This year-long, in-depth journey combines proven leadership models with practical, real-world application, ensuring that your managers gain the skills they need to excel.

The core of our approach brings to life the work of Professor Chris Muller, the renowned expert in multi-unit management, who has decades of research dedicated to understanding the complexities of leadership in multi-unit operations.

His book, *The Leader of Managers*, delves into the essential competencies and strategic insights that define successful multi-unit managers, including the unique challenges they face in balancing consistency and adaptability across locations.

Our programme draws heavily on Prof. Muller's principles, integrating his frameworks to empower multi-unit managers with the tools they need to lead effectively, drive performance, and develop high-performing teams across multiple sites.

**The Leader of Managers programme is designed specifically to equip leaders and managers with the skills and strategies needed to thrive in today's competitive environment.**



Professor Chris Muller, Ph.D.





# The Plan for Success

At the heart of our programme is The Mastering Multi-Units Model™, a framework designed to drive operational excellence through four key disciplines.

1. **Clarity of expectations:** this includes brand standards and ways of working, continuous review and improvement, and accountability for resolution.
2. **The period review:** covering analysis and commentary by the manager, mitigating issues and exploiting opportunities, and manager and team growth/succession.
3. **Proactive planning:** focusing on quantifiable priorities, identifying high-leverage activities and going beyond SMART objectives.
4. **Critical impact visits:** involving a review of action plan implementation, asking better questions and creating a culture of exceptional service.

In our experience, these operational disciplines aren't a buffet where you can choose only a few. To truly transform your managers into world-class leaders, they need consistent attention across all these disciplines.

The Mastering Multi-Units Model™



## Why Invest in Your Multi-Unit Managers?

The Leader of Managers programme is an investment in your company's future.

By equipping your multi-unit managers with the tools and strategies to thrive, you'll see improvements in team performance, operational efficiency, and overall business growth.

As the hospitality and retail landscape continues to evolve, the need for strong, adaptive leadership has never been greater. Don't leave your managers to figure it out on their own. Invest in their development and watch as they transform into leaders who drive success across your entire organisation.

This course, delivered at various points throughout a 12-month period, is tailored to address the unique challenges of managing multi-unit operations.

Unlike general management training, this programme focuses on:

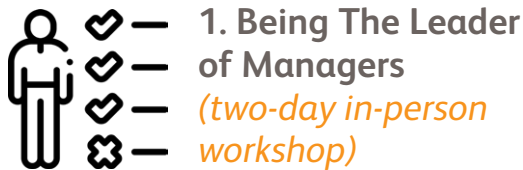
- **Developing leadership skills** – learn how to inspire and lead managers to drive performance and align their teams with your company's vision
- **Enhancing strategic thinking** – equip your leaders with the tools to make informed decisions, optimise operations, and respond to industry trends
- **Building high-performing teams** – master the art of coaching and mentoring managers to cultivate a culture of excellence and accountability
- **Driving growth and innovation** – foster innovation by encouraging creative problem-solving and proactive leadership among your management teams.

# Programme Structure

## Are you ready to elevate your team's leadership?

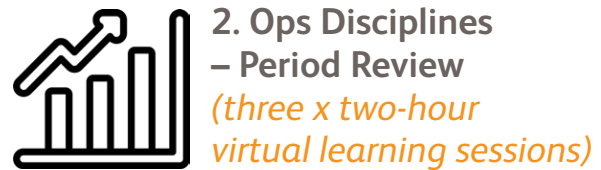
Let MMU guide you through this journey and ensure your business is equipped to thrive in a competitive and ever-changing marketplace.

Our programme is meticulously crafted to address the core competencies required for high-impact leadership in multi-unit operations. Participants will benefit from a blend of in-person training, personalised coaching, and interactive online learning, all designed to ensure practical and sustained application of the concepts.



Master the art of leading through others by developing the skills to inspire and guide your management team. Build a leadership style that fosters trust, accountability, and high performance across all levels.

- How to be an outstanding multi-unit manager – mindset, skillset and toolset
- The essential motivators debrief – discover your temperament (earth, air, water, or fire) and gain insights into your unique needs and tendencies
- Discover individual superpowers and who you are at your core, to better develop and grow
- Understand how core needs influence motivation, career satisfaction, communication, and problem-solving
- Models and behaviours of effective multi-unit managers
- The Operational Disciplines Model introduction – clarity of expectations, period reviews, proactive planning and critical impact visits
- Blanchard SLII® (Situational Leadership) – learn the world-renowned SLII® framework to adapt your leadership style based on the needs of your team members. Diagnose and adapt leadership style to suit an individual's needs (based on the task/goal).



Implement a structured review processes to monitor progress and make data-driven decisions.

- These periodic reviews, between multi-unit and site managers, must cover all the operational lenses:
  - Team member growth
  - Quality of operations
  - Customer experience
  - Financial/KPI results
- Apply the Three I's model – Incident, Impact, Insight – to help the GM analyse events and extract valuable lessons to replicate successes or prevent future issues
- Examine the skills, knowledge, and behaviours of the GM and their team by utilising the People Inventory and reviewing core competencies
- Implement the Rule of 7 team development plan to establish a meaningful succession strategy, enhancing the capabilities and experiences of the GM and their team.





### 3. Ops Disciplines – Proactive Planning (three x two-hour virtual learning sessions)

Develop robust plans that anticipate challenges and seize opportunities for growth.

- Review performance of key performance indicators to identify the ‘Big Rocks’
- Formation of the Quarterly Big Rock Action Plan to drive performance across KPIs
- Once core goals have been identified:
  - Determine quantifiable measures of success
  - Pinpoint key proactive actions that individuals can consistently take to maximise their chances of success
  - Establish accountability by defining when these actions will occur, who will be responsible for them, and how frequently they will be carried out.



### 4. Full Focus Productivity (three x two-hour virtual learning sessions)

*“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 and CEO, Full Focus Company

- The Eisenhower Time Matrix – developed over 50 years ago, this simple yet powerful model helps to prioritise your focus on what’s important, not just what’s urgent, and helps in taking a proactive approach to planning for the next 90 days
- Beyond SMART – more goal achievement than goal setting; we look beyond the SMART framework, and identify individual, specific steps that can be undertaken, and reviewed on a weekly basis to help deliver on the goals set
- Successful succession planning – the People Inventory and the Rule of Seven
- Apply The Productivity Code — 60:30:10 — to structure planning activities, systematically linking daily tasks with quarterly objectives.

# Programme Structure – continued



## 5. Ops Disciplines – Critical Impact Visits (three x two-hour virtual learning sessions)

Learn to conduct impactful visits, that focus on the delivery of the operational disciplines and that drive performance improvements.

- Planning and preparation – outline the necessary actions for both the multi-unit manager and site manager to optimise the visit.
- Conducting the visit – determine the primary areas of focus, such as:
  - Evaluating the execution of operational priorities
  - Assessing progress on the Big Rock action plan
  - Observing the quality of the customer experience
  - Providing ongoing coaching to the manager and their teams, actively looking for opportunities to recognise and motivate them.
- Complete the visit by providing feedback, setting commitments, and establishing accountability.



## 6. Wellbeing (three x two-hour virtual learning sessions)

Explore strategies to enhance both personal and team wellbeing, supporting sustained performance and resilience. Understand the connection between wellbeing and productivity, and learn how to create a healthy work environment.

- Develop self-care practices to promote wellbeing and prevent stress from escalating into overwhelm, burnout, or serious mental health issues
- Identify what causes stress by recognising triggers and high-pressure areas
- Detect key stressors affecting your team
- Build resilient teams equipped to navigate today's complex and uncertain world
- Approach team setbacks constructively.







## 7. Blanchard Conversational Capacity (one day in-person workshop)

Develops the skills to engage in open, honest, and constructive conversations, even under pressure. Enhances the ability to manage difficult discussions, keeping teams aligned and focused on shared goals.

- Builds stronger communication and support
- Encourages the sharing of ideas, fostering creativity, innovation, and breakthroughs
- Closes the gap between intended messages and received understanding, reducing confusion, improving accountability, and boosting productivity
- Transforms meeting dynamics from competitive to cooperative
- Creates a foundation of open and sincere communication, leading to higher morale.



## 8. Performance Coaching (one day in-person workshop)

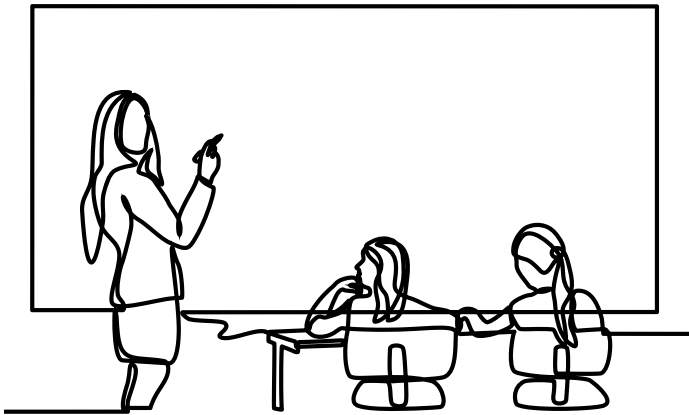
Gain the tools to coach your managers effectively, helping them to unlock their full potential. Learn how to provide feedback that drives improvement and fosters a culture of continuous learning.

- Define performance coaching – developing talented performers and dealing with poor performance
- Implement the Performance Agreement tool to ensure clarity and accountability
- Apply the Difficult Conversation and Feedback planner tools, building confidence to raise issues of poor performance or concern.





# Learning Formats

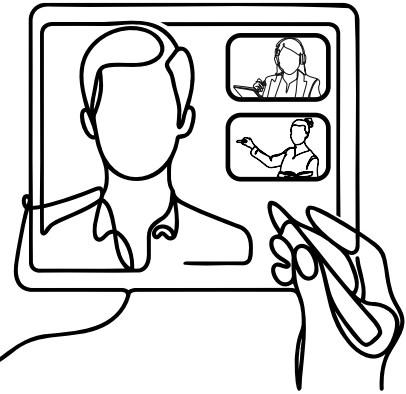


**In-person and live virtual sessions** – engage in immersive, hands-on sessions that bring programme content to life. Four days in-person sessions, plus 15 x two-hours live virtual sessions over the duration of the programme.

In addition to the programme modules, there will be self-analysis learning in the form of LBAlI, Essential Motivator feedback (what’s your colour profile?), and 360° feedback.



**One-to-one coaching sessions** – receive personalised guidance from experienced coaches to address your unique leadership challenges. Two x two-hours online sessions per participant.



**Learning group online reviews** – Join collaborative online learning groups to deepen understanding and reinforce key concepts through peer insights.

In three one-hour sessions with groups of four, participants will exchange experiences, discuss real-world applications, and support each other’s growth, creating a supportive learning community.



**Site visits** – apply what you’ve learned in your own real-world settings with expert-led visits to your operations for our ‘Ops-servation’ visits and feedback. One day visit per participant.

## Who Is The Leader of Managers Programme For?

- Senior operations leaders
- District, regional, area and operations managers
- HR/L&D managers focused on developing their organisation’s managers
- Senior store/general managers looking to develop into a multi-site role

## By investing in this programme, your business will:

- Elevate leadership skills – your leaders will learn the skills to inspire and manage their teams more effectively.
- Drive consistent operational excellence – build an approach that ensures every unit performs at its highest level.

- Enhance employee engagement and wellbeing – foster a culture where teams are motivated, supported, and ready to excel.
- Prepare for future growth – develop leadership skills capable of navigating the complexities of multi-unit operations and driving your business forward.
- Gain competitive advantage – develop a leadership mindset that is not only reactive but also proactive.
- Improve management performance – leadership skills that help effectively manage and mentor teams to drive better business results.
- Increase employee engagement – strong leadership leads to higher morale and reduced turnover among frontline staff.





# Empower your leadership team to reach new heights with our transformative programme.

**An investment of £3,999 + VAT per participant.**

Leadership is the driving force behind any organisation's success. By enrolling your leaders in The Leader of Managers open programme, you're not just enhancing skills; you're investing in the future of your business.

Beyond skill-building, this programme provides a powerful retention strategy by reinforcing your managers' growth, satisfaction, and commitment to your organisation – key factors in reducing turnover and building loyalty.

## This all-inclusive journey includes:

- **Comprehensive access to all content:**  
Dive into every module and workbook, with two immersive, two-day in-person sessions and 15 engaging, two-hour virtual sessions over 12 months. This blended approach combines hands-on learning with continuous online support, ensuring knowledge sticks.
- **SLII® participant materials and leadership insights:**  
Gain access to official SLII® resources, including the powerful Leadership Behavioural Analysis report, equipping you with tools that create impactful and measurable change.
- **Lifetime SLII® app access:**  
Enjoy unlimited access to SLII®'s world-class resources on iOS and Android – ideal for on-the-go learning and reinforcing leadership skills anytime, anywhere.
- **Personalised personality colour profiling:**  
Through Blanchard's Essential Motivators, get a customised personality colour profile that boosts self-awareness and enhances interpersonal relationships – an essential skill for successful leadership.
- **Tailored 360-degree feedback:**  
A bespoke 360-feedback report based on our competency framework for multi-unit managers helps participants identify key growth areas, enhancing both personal and team performance.
- **High-impact action learning reviews:**  
With three focused one-hour review sessions, participants can apply learnings directly to real-life challenges, maximising the impact of their training on the job.
- **One-on-one coaching for individualised guidance:**  
Enjoy two personalised coaching sessions led by an MMU coach. Tailored support means you can focus on the areas that matter most to you.
- **'Ops-servations' – on-site day with an MMU Coach:**  
Benefit from an on-site day where an MMU coach collaborates with you and your team to deliver practical performance insights and guidance tailored to your operational challenges.
- **Seamless in-person experience:**  
Accommodation and meals are included for the two-day in-person sessions, allowing you to focus entirely on learning and growth.

**Seize this opportunity to retain, develop, and empower your multi-unit managers for lasting impact.**

For just £3,999, this 12-month programme offers an outstanding investment in your team's growth – equivalent to only **£11 per day**.

This comprehensive package includes all materials, meals, and accommodation for in-person sessions (excluding travel and VAT), delivering exceptional value and preparing your leaders for sustained success.

To discover how The Leader of Managers programme can elevate your organisation, contact us at: [bookings@masteringmultiunits.com](mailto:bookings@masteringmultiunits.com).

*Invest in a high-performing leadership team today – don't let this opportunity pass you by!*



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

Peter Davies, Director of Operations, Oakberry UK,  
former National Retail Director, Starbucks UK.



# Testimonials

## PIZZA PILGRIMS

*“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, Pizza Pilgrims.

## PAUL

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*“The OMs are acting in a consistent manner, and, quite frankly, behaving as professional OMs should. 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 UK.



*“Super engaging and collaborative training with MMU. They are highly specialised experts in multi-unit management, who have made a significant impact on how we run our restaurants.”*

Anna Stewart, Area Manager, Where The Pancakes Are.

## MARAY

*“The focus on discipline, structure and getting the basics right has laid a foundation for improvements. We were really excited about this opportunity, and we are 100% happy with the solutions delivered.”*

Dom Jones, Head of People, Maray.



*“MMU has delivered an awesome project at PizzaExpress for an aspiring group of talented leaders and the feedback from delegates is outstanding! Lee and his colleague Daniel, are a wealth of operational and leadership knowledge and expertise.*

*Their delivery style is down to earth, uncomplicated and fun, no corporate nonsense! I will definitely be using the MMU team at every possible opportunity to develop our managers”.*

Ian Watson, Director of Learning & Development, Pizza Express



*“The team at MMU exceeded our organisations expectations scoring the highest ever satisfaction survey from any program we have participated over the last 14 years. The team took away practical tools and actual “to do” items that immediately impacted the business!*

*You know that something has hit a cord when the language within an organisation changes due to new learning, and that’s what happened after our course!”*

Chris Decock, CEO, Hudsons Canada’s Pub

# Meet Your Facilitators

**A team with one driving focus: to develop managers to be the best they can be, because everyone deserves to have an outstanding manager.**

We all understand 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 and fresh perspective on the organisation and the capabilities of its managers.



## Lee Sheldon

Lee has spent many years in frontline operations working in both single and multi-unit management positions. His experience has helped him truly understand the responsibilities and challenges of the multi-unit manager role and taught him that “it’s the frontline that delivers the bottom line”.

His approach to effective multi-unit and remote management has been shaped by leading thinkers and operational practitioners. Following on from his former role as Director of Learning and Development at SSP Group, Lee has spent the last decade supporting MMU’s clients by challenging MMU’s clients by challenging their thinking and practices regarding multi-unit and remote management and by helping them to focus on the activities and behaviours which world class managers must master.



## Daniel Mills

Daniel is a learning and development professional with over 20 years’ experience in hospitality and retail catering. He has supported the opening of over 50 diverse food and beverage retail operations and has improved the quality of multi-unit operations through his ability to challenge and develop the operational mindset of the multi-unit manager. His research into the challenges faced by the multi-unit population has helped MMU create learning interventions that promote operational excellence and individual growth.

Additionally, Daniel has trained and coached hundreds of people, from diverse industries and levels of managerial responsibility. Such interventions include supporting participants to maximise their 360-degree feedback insights, develop actionable career development objectives and enhance key competencies, particularly in relation to personal productivity, performance management and leadership.



## David Blackmore

David is a versatile, highly successful operations manager with over 30 years of diverse experience within the hospitality, retail and coaching business. David’s experience includes working with industry-leading brands, such as Mitchells & Butlers and Welcome Break, where he worked with a range of respected partner brands, including Starbucks, Waitrose and KFC. A highly motivational leader and mentor, David has a strong record of hands-on, cross-functional leadership. He effectively managed and built teams to maximise performance, streamline processes, and deliver operational excellence.

He brings deep experience in managing projects from initial design to completion while balancing stakeholder and client expectations. David is passionate about using his expertise and wealth of knowledge to help professionals, business owners and leaders to grow in knowledge, expertise, and efficiency so they can flourish. He firmly believes everyone deserves to have a great manager, and that everyone should have the opportunity to fully unleash their potential.



# The Leader of Managers 2025/26 Timetable

Schedule <small>(Specific dates are provided for in-person sessions. Week commencing dates are for virtual sessions).</small>	Activity	Duration
11th & 12th March 2025	Module 1 Being The Leader of Managers & SLII	2 days
14th April 2025	360 Set up	1/2 hour
21st April 2025	360 Commences	
28th April 2025	Module 2 Period Review Part 1	2 hours
12th May 2025	Module 2 Period Review Part 2	2 hours
19th May 2025	360 Ends	
26th May 2025	Module 2 Period Review Part 3	2 hours
9th June 2025	Learning Group Reviews	1 hour per group
16th June 2025	1-1 coaching round 1 - 360 debriefs	2 hours per participant
23rd June 2025	Module 3 Proactive Planning Part 1	2 hours
07th July 2025	Module 3 Proactive Planning Part 2	2 hours
21st July 2025	Module 3 Proactive Planning Part 3	2 hours
28th July 2025	Learning Group Reviews	1 hour per group
15th September 2025	Module 4 Full Focus Productivity Part 1	2 hours
29th September 2025	Module 4 Full Focus Productivity Part 2	2 hours
13th October 2025	Module 4 Full Focus Productivity Part 3	2 hours
3rd November 2025	Module 5 Critical Impact Visits Part 1	2 hours
17th November 2025	Module 5 Critical Impact Visits Part 2	2 hours
1st December 2025	Module 5 Critical Impact Visits Part 3	2 hours
12th December 2026	Module 6 Wellbeing Part 1	2 hours
26th January 2026	Module 6 Wellbeing Part 2	2 hours
9th February 2026	Module 6 Wellbeing Part 3	2 hours
16th February 2026	Learning Group Reviews	1 hour per group
3rd & 4th February 2026	Module 7 Conversational Capacity - 1 day Module 8 Performance Coaching - 1 day	2 days
16th March 2026	1-1 coaching round 2	2 hours per participant
30th March 2026	Site Opsevation Visits	1 day per participant
6th April 2026	Site Opsevation Visits	1 day per participant



If you would like to know more about MMU, please get in touch.



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more from [www.masteringmultiunits.com](http://www.masteringmultiunits.com)

Telephone: + 44 (0)7841 724 421

Email: [contactus@masteringmultiunits.com](mailto:contactus@masteringmultiunits.com)

Website: [www.masteringmultiunits.com](http://www.masteringmultiunits.com)

LinkedIn: [www.linkedin.com/company/  
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