



FREE TASTER

Free taster

Franchise Leader Pathway: Field Leader

A practical first step from the programme: balancing the three sides of the field role

About 20 minutes to read and try. Best used alongside the free first video lesson, Partner, Coach and Guardian. Have one franchisee in mind.

Name

Date

STARBUCK & ASSOCIATES

COACHING & LEADERSHIP DEVELOPMENT

For leaders who support franchisees

Franchise Leader Pathway: Field Leader is a video programme for franchisor area managers, franchise business consultants and regional leads. It is built for people who support franchisees without line authority over them.

It helps when you are expected to raise standards in businesses you do not own, when visits become box ticking, when a conversation about the numbers gets tense, or when you are stretched across a large patch.

How it works

Ten short video lessons, each with a practical tool and a task to try on your own patch. Knowledge checks help the ideas stick, and you receive a certificate of completion. You have 12 months' access.

What is inside

LESSON	WHAT YOU GET
01 Partner, Coach and Guardian	The three sides of the field role.
02 Understanding the Franchisee	What owners care about, and why.
03 Influence Without Authority	Getting things done when you cannot instruct.
04 The Business Review Visit	Visits that are useful to both sides.
05 Coaching Conversations With Owners	Helping owners find their own answers.
06 Talking Numbers Together	Discussing performance without defensiveness.
07 When Standards Slip	Protecting the brand fairly and firmly.
08 Difficult and Emotional Conversations	Staying steady when it gets personal.
09 Leading a Patch Remotely	Staying close when you cannot be there.
10 Building a Stronger Network	A franchisee support plan for your patch.

HOW TO USE THIS TASTER

Watch the free first lesson, then complete the role balance self-check on page 3. Page 4 shows where the full programme goes next.

Partner, coach and guardian

Franchisees own their businesses. You cannot tell them what to do in the way a line manager can, yet you are responsible for helping them succeed and for protecting the brand. The field role has three sides, and good field leaders move between them on purpose.

SIDE	WHAT IT MEANS	WHEN IT IS OVERPLAYED
Partner	Building a relationship of trust. Understanding the owner's goals and pressures, and being on their side.	You become a friend who avoids anything uncomfortable.
Coach	Helping the owner think, learn and find their own answers to improve the business.	Owners feel quizzed when they needed a clear steer.
Guardian	Protecting the standards and the brand the whole network depends on.	Visits feel like inspections, and owners hide problems.

Balancing the three

Most field leaders have a natural home in one side. The risk is using it for everything. A strong relationship makes the guardian conversation possible. Coaching builds the owner's capability, so you are not needed for every problem. Guarding standards, done fairly, protects every franchisee in the network, including this one.

Before a visit, ask which side this owner most needs from you right now, and which side you tend to lean on too much.

EXAMPLE

Aisha has a warm relationship with every owner on her patch and her visits are always friendly. When one site's hygiene audit slips, she realises she has never had a firm conversation with that owner and is not sure how to start.

She plans her next visit in three parts: listen first as a partner, ask coaching questions about what has changed, then be clear as guardian about the standard and the timescale.

YOUR TURN

Your role balance self-check

Look first at your patch as a whole, then at one franchisee you are working with now.

Exercise 1: Across your patch

ACROSS MY PATCH, I PLAY THIS SIDE	TOO LITTLE	ABOUT RIGHT	TOO MUCH
Partner	☐	☐	☐
Coach	☐	☐	☐
Guardian	☐	☐	☐

Exercise 2: One franchisee

Franchisee or site: _____

SIDE	HOW THIS OWNER EXPERIENCES ME NOW	WHAT I WILL DO MORE OR LESS OF
Partner		
Coach		
Guardian		

Exercise 3: Reflect

Which side is my natural home, and where does relying on it let me or an owner down?

What will I do differently on my next visit to this franchisee?

Where the full programme takes you

The first lesson helps you see the shape of the field role. The rest of the programme builds the skills to do it well: understanding owners, influencing without authority and handling the conversations that matter most.

1

Understand and influence.

Lessons 2 and 3 cover what drives franchisees and how to influence without line authority.

2

Make visits count.

Lessons 4 and 5 cover the business review visit and coaching conversations with owners.

3

Talk about performance.

Lessons 6 and 7 help you talk numbers together and act when standards slip.

4

Handle the hard moments.

Lessons 8 and 9 cover difficult and emotional conversations and leading a patch remotely.

5

Strengthen the network.

Lesson 10 brings it together in a franchisee support plan for your patch.

Who gets most from it

- Area managers and franchise business consultants new to the role
- Experienced field leaders who want a clearer approach to harder conversations
- Franchisors who want their field team working in a consistent way

HOW PEOPLE USE IT

A practical rhythm is one lesson a week, trying each task on real visits before moving on. The tools are designed to be used in the car park before a visit or straight after it.

A field team can also work through it together and compare notes at regional meetings.

What I am going to do

Two or three small changes that you actually make will do more than a long list you never start.

My three actions

WHAT I WILL DO	WHEN	WHO I WILL TELL

Coming back to this

Put a date in your diary about a month from now and answer these three questions.

What has changed since I did this taster?

What did I not get to, and what got in the way?

What am I carrying forward?

READY FOR THE FULL PROGRAMME?

Franchise Leader Pathway: Field Leader

Ten short video lessons, each with a practical tool and workplace task, for field leaders who support franchisees without line authority.

£149 per person, per year, inc. VAT

Enrol at academy.starbuckassociates.com/courses/franchise-leader-pathway-field-leader

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