



FREE TASTER

Free taster

Franchise Leader Pathway: Site Leader

A practical first step from the programme: stepping up to lead the team you came from

About 20 minutes to read and try. Best used alongside the free first video lesson, Stepping Up: Leading the Team You Came From.

Name

Date

STARBUCK & ASSOCIATES

COACHING & LEADERSHIP DEVELOPMENT

For people leading a franchised site

Franchise Leader Pathway: Site Leader is a video programme for managers running a franchised site and for owner-operators. Many are promoted from the team they now lead, and the programme is built with that in mind.

It helps when friends have become the people you manage, when standards slip on shifts you are not on, when good people leave, or when you are not sure how to have a harder conversation without damaging the team.

How it works

Ten short video lessons, each with a practical tool and a task to try on your own site. 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 Stepping Up	Leading the team you came from.
02 Why the System Works	Leading within a franchise, not around it.
03 Running a Great Shift	Setting up, running and closing a shift well.
04 Standards Without Micromanaging	Holding the standard when you are not there.
05 Hiring and Settling In New Starters	Getting new people off to a good start.
06 Feedback That People Act On	Short, clear feedback that changes things.
07 The Harder Conversations	Handling the talks you would rather avoid.
08 Keeping Good People	What makes people stay.
09 Customers and the Brand	The brand on your doorstep, every day.
10 Your Site, Your Plan	A 90-day site leadership plan.

HOW TO USE THIS TASTER

Watch the free first lesson, then build your stepping-up plan on page 3. Page 4 shows where the full programme goes next.

Stepping up: leading the team you came from

Being promoted from within the team is a real advantage. You know the site, the customers and the people. It also brings a particular challenge: last week you were one of the team, and this week you are responsible for it.

The relationships do not disappear, but they do change. The people you worked alongside will watch closely to see whether you are fair, whether you have changed, and whether you will back them.

What changes when you step up

AREA	BEFORE	NOW
Relationships	Friends and colleagues on the same level	Still friendly, but you are fair to everyone, not closest to a few
Boundaries	Sharing views on the manager and the rota	Keeping some things confidential and not joining in the moaning
Standards	Doing your own job well	Holding everyone to the standard, including old friends
Credibility	Earned by being good at the job	Earned by how you lead, decide and follow through

Your first conversations

Do not wait for awkward moments to define the new relationship. Talk to the team early, together and one to one. Say what will stay the same, what will change, and what you need from them.

EXAMPLE

Dan has worked the counter at a franchised coffee site for three years and is now its manager. In his first week he speaks to each person on their shift. To his closest friend on the team he says: I value our friendship, and that will not change. At work I need to treat everyone the same, and I would rather tell you that now than have it come as a surprise.

Your stepping-up plan

Think about your own site and the people on it. Be honest about the relationships that will feel most different.

Exercise 1: What changes for you

AREA	WHAT WILL BE DIFFERENT FOR ME	WHAT I WILL DO ABOUT IT
Relationships		
Boundaries		
Standards		

Exercise 2: Your first conversations

WHO	WHAT I WANT THEM TO HEAR FROM ME	WHEN
The whole team		

Exercise 3: Reflect

Which relationship on the team will be hardest to reset, and why?

What do I want the team to say about me as a leader in three months' time?

Where the full programme takes you

The first lesson helps you step up with confidence. The rest of the programme covers the everyday work of leading a franchised site, from a great shift to keeping good people.

1

Lead within the system.

Lesson 2 shows how the franchise model works and how to lead with it, not around it.

2

Run the site well.

Lessons 3 and 4 cover running a great shift and holding standards without micromanaging.

3

Build your team.

Lessons 5 to 8 cover hiring and settling in new starters, feedback, harder conversations and keeping good people.

4

Look after the brand.

Lesson 9 is about customers and the brand on your doorstep.

5

Make your plan.

Lesson 10 brings it together in a 90-day site leadership plan.

Who gets most from it

- New site managers, especially those promoted from the team
- Owner-operators who want to lead their people with more confidence
- Franchise networks looking for a shared approach to site leadership

HOW PEOPLE USE IT

The lessons are short enough to watch before or after a shift. A practical rhythm is one lesson a week, trying each task on your own site before moving on.

Field teams can also use it with new site leaders and talk through the tasks during regular visits.

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: Site Leader

Ten short video lessons, each with a practical tool and workplace task, for managers running a franchised site and owner-operators.

£149 per person, per year, inc. VAT

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

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