MY MENTAL KITCHEN

PROGRAMME OUTLINE

You Were the Best on the Section. So They Promoted You.

An eight-week leadership programme for hospitality. Nobody told you the skills that got you the title aren't the skills that keep your team. This is the training you should have had.

The Fat Duck Group ran it twice.

Tim Clements
support@mymentalkitchen.com · 07944 390 309 · www.mymentalkitchen.com

THE PROBLEM

Nobody Trained You for Any of It.

You were the fastest. The most reliable. The one who never called in sick.

Now you're responsible for people. Whether they grow. Whether they turn up. Whether they stay. Nobody trained you for any of it.

Nobody puts a commis on the pass without training. Somebody did it to you.

52%

Annual staff turnover in UK hospitality. The highest of any UK industry.

Source: CIPD

95/5

My estimate of how most head chefs and GMs split their week: 95% doing and directing, 5% developing people.

WHO IT'S FOR

The People You Promoted for Being Good at the Job.

Each cohort is 6 to 10 people, drawn from your leadership team.

- General managers, restaurant managers and assistant managers
- Head chefs, sous chefs and senior kitchen leaders
- Sommeliers and front-of-house team leaders
- Operations managers looking after more than one site
- Anyone promoted for being excellent at the job who was never taught how to develop people

THE PROGRAMME

Eight Weeks. Two Halves. Tested on Real Shifts.

The first half is how you talk, what drives you and how you give feedback. The second half is values, accountability and what you carry forward. At the end of each half, what your team has taken away goes to the people at the top.

WEEK 0 · THE TABLE

The Round-Table

Everyone round one table. Your challenge, your goal, what you bring. "You've got that too?"

WEEKS 1–4 · FIRST HALF

How You Lead

Communication. Balance and meaning. Motivation. Empowerment and feedback.

WEEKS 5–8 · SECOND HALF

What You Carry Forward

Values and accountability. Resilience. Transformation. Future planning.

AFTER WEEKS 4 AND 8

The Top Table

Senior leadership hears what the team took away. Themes, not names. That's where the alignment happens.

EVERY WEEK

What Runs Through Every Week

01 **Who Shows Up on a Saturday Night**

Controller, Firefighter, Abdicator or Developer. When it's busy, most head chefs and GMs land on the first two, and their teams feel it. First, you see which one you are.

02 **Communication**

You've got a vocabulary for service that could fill a training manual. And a vocabulary for developing people that fits on a Post-it note. We fix the Post-it note.

03 **The Floor Is the Proving Ground**

The coaching room isn't where the work happens. The pass is. The floor. The morning briefing. Everything gets tested there, with your actual team.

WEEK BY WEEK

The Eight Weeks in Detail

One-to-one and group every week. Each week builds on the last, and what comes up in the room gets tried on the next service.

WEEK 0	**The Round-Table**	Four rounds, one voice at a time. Your leadership challenge. Your goal. The qualities you've got. How they meet the challenge. Everyone hears everyone. WHOLE GROUP
WEEK 1	**Communication**	One to one: what stops you taking five minutes out to see the bigger picture? You leave with one small way to buy that time back. In the group: what communication actually means in your team.
WEEK 2	**Balance and Meaning**	One to one: the Wheel of Life. Where your time and attention really go. In the group: what gets you out of bed in the morning, said out loud to each other.
WEEK 3	**Motivation**	What gets you going. What gets your team going. What brings your guests back. In the group, Action Learning starts: one real problem, questions before advice. ACTION LEARNING
WEEK 4	**Empowerment and Feedback**	How do you hand the work over, and how do you know it's being done? One leader brings a real feedback conversation to the group and works it through. ACTION LEARNING
AFTER WEEK 4	**Top Table**	What the team took from communication, motivation and feedback goes to the people at the top. They hear how their leaders actually lead, and start to come into the room.
WEEK 5	**Values and Accountability**	The team names its values, then we look at what kind of business those values describe. Same words, different meanings. One to one: there's a reason we wash the chips. Holding people to account with the why, not the order.
WEEK 6	**Resilience**	What you need to get through the season. Where support is. Whether you'll actually reach for it.
WEEK 7	**Transformation**	One leader's challenge, worked through in front of the group. What's in the way. What has to be let go.
WEEK 8	**Future Planning**	Everything from the eight weeks. What you'll actually do with it over the next six months to a year.
AFTER WEEK 8	**Top Table**	The team presents the themes it found. Senior leadership responds.

HOW IT'S DELIVERED

One-to-One and Together

Every week, two sessions.

1-to-1 Coaching

45–60 minutes per participant, weekly

Confidential. Where a leader can say "I don't know how to handle this" without having to look competent in front of their peers.

Group Session

60–75 minutes, weekly

Same room, same language. Leaders practise on each other before they try it on their teams. Some weeks are teaching. Some are Action Learning: the group brings a real problem from that week's service and works it through.

What one leader works out on their own becomes language the whole group uses. That's how a kitchen's culture actually shifts.

SENIOR LEADERSHIP

The People Above Them Are Part of It

This programme changes how your leaders lead. It only holds if the people they report to are part of it. The sponsor, the owner, Managing Director or Executive Chef who commissions the programme, commits to:

1. A 30-minute conversation with Tim before week 1, to agree what the programme is for.
2. The Top Table after week 4. There for the whole session, on time.
3. Owning what is agreed there. Every action gets a name and a date, and Tim goes through them with the sponsor after week 8.
4. The Top Table after week 8.
5. A check-in with Tim 90 days after the programme ends, on what has held.

> **If the sponsor cannot make a session, it moves. It does not go ahead without them.**

THE APPROACH

Compassionately Confrontational

I care about the people in the room. That's why I won't let them hide.

If someone's hiding behind "that's just how kitchens are", I'll name it. If a question's being avoided, I'll ask it. I won't rescue anyone from a bit of discomfort, because that's usually where the change is. It's never a kicking. It's what a good head chef does on a good day.

WHAT CHANGES

What We Look At

Self-awareness
Leaders can see their own style and patterns, including the ones that show up when it's busy.

Communication
More open conversations, less tension when someone is held to account, fewer misunderstandings.

Team engagement
A team that works together and is willing to raise concerns and ideas.

Staff retention
Fewer good people leaving.

Standards
Training, cleanliness and consistency that hold when nobody is standing over them.

Guest experience
A team that works well together looks after guests better.

PROVEN TRACK RECORD

Where This Has Worked

The Fat Duck ran it twice. Three Michelin stars don't repeat things that don't work.

The Fat Duck Group

3 MICHELIN STARS · TWO COHORTS

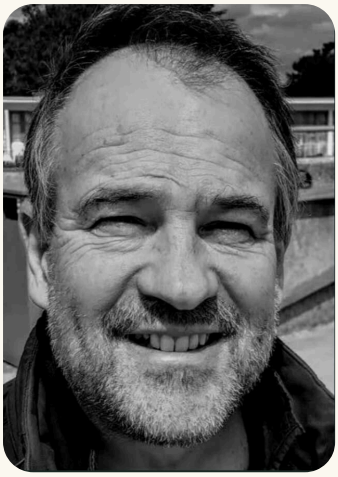
Two cohorts across The Fat Duck and The Hinds Head: restaurant managers, head chefs, sous chefs and sommeliers. We were in discussion about the second cohort before the first had finished.

Mc & Sons

FIVE LONDON PUBS

General managers and chefs across five sites. The programme included a two-day leadership away day.

YOUR FACILITATOR



Tim Clements

Tim still runs his own business, The Gipsy Hill Smokehouse, cooking over live fire for weddings and private events. He knows what service feels like, because he's still in it. This programme is built from that, not from watching kitchens from the outside.

- 35+ years in hospitality, from kitchens to leadership
- 25+ years facilitating groups and coaching one-to-one
- Certified Transformational Coach
- Professional accreditation: AIM
- Coaching training recognised by ICF · Member of the Association for Coaching
- Certified leader of The Mankind Project

GETTING STARTED

How It Works

1

A Conversation

A confidential conversation about your specific challenges, team dynamics, and what needs to change in your team.

2

Programme Design

Tim adapts the programme to your operational reality: cohort selection, scheduling around service, and specific focus areas.

3

Delivery

Eight weeks of one-to-one and group sessions, plus the Week 0 round-table. Two senior leadership sessions, after week 4 and week 8.

COHORT	LENGTH	WHERE	INVESTMENT
6–10 leaders	8 weeks + opening session	On-site, built around your service	Quoted once we know what your team needs

Start With a Conversation

Tell me what's happening in your team. I'll tell you honestly whether this is the right fit. If it isn't, I'll say so.

Email support@mymentalkitchen.com
Phone 07944 390 309
Web www.mymentalkitchen.com

You choose the level of your own involvement.