

# Training for consistency and excellence

## summary

### Business

21 Hospitality Group

### Training

Management Development

### Goal

To support the development of our managers enabling them to help generate growth without compromising quality.



### Summary

21 Hospitality Group is a strong business with a great team of people. The challenge was to strengthen and develop a culture of effective leadership across the whole group, a collection of some of the North East's highest-regarded restaurants and is owned by chef restaurateur Terry Laybourne. They employ approximately 165 staff across Cafe 21, Cafe 21 at Fenwick, Bistro 21 in Durham and the new Caffè Vivo on the Newcastle Quayside.

### The training

We worked with the management team to maximise existing business processes while exploring new ways of operating. The programme considered succession planning and developed clear career pathways for junior managers. Bespoke packages of support were available for all managers and were informative, stimulating and interactive to facilitate the transfer of learning back into their workplace.

### Business Benefits

Having recently celebrated their 21st anniversary and securing several more awards including a Taste of North East England Gold Award and a 'lifetime' achievement award at the Northern Hospitality Awards, 21 Hospitality Group have already seen positive results and is committed to continuous learning and improvement. The training helped them achieve their team excellence goals and create a proactive culture. This year has seen an increase in retention with the help of the new 'aspiring managers' programme.

### Client feedback

Terry Laybourne said: "We have built a successful group of restaurants by focussing on the best people in our sector delivering great food and excellent hospitality in a friendly environment.

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This training will prepare a long-term recipe for success by strengthening our investment in training. Now we can generate extra growth for the business without compromising on quality and hospitality.”

# The Programme

The workshops management training complements other training programmes run for kitchen and front-of-house staff across the group.

## Practical Workshops

A 9-day series of practical workshop focusing on:

- Behavioural Profiling
- The role of the manager
- Key management competencies

To meet the requirement of 21 Hospitality Group each of these workshops were held at three-weekly intervals from June 2010 to January 2011.



**The success of 21 Hospitality Group has been established through service excellence. As an organisation who continually strives to improve we are committed to investing in our people and the tailor-made and practical solution offered by Amacus has enabled us to further enhance and standardise our already high service standards across the Group.**



**Terry Laybourne**  
Managing Director  
21 Hospitality Group