

EFFECTIVE MULTI-UNIT LEADERSHIP

There is a growing recognition of the increasing importance of 'local leadership' practice within multi-unit service contexts, given the threat to costly head-based central infrastructures from smart technologies. Multi-site organizations are exponentially significant, but curiously under-researched and poorly understood.

In *Effective Multi-Unit Leadership*, Professor Edger looks at that key managerial cohort in the retail, hospitality and service sectors operating between the centre and unit – the Multi-Unit Leader (MUL). This distinct, area or regional manager, is tasked with maximizing revenue and profit from a complex and ambiguous positional space, being sandwiched between the centre and unit, facing the MUL paradox: how do they motivate unit managers and team members to provide great service while simultaneously fulfilling the Centre's compliance agenda?

Based on extensive case study research across a range of multi-unit service organizations, Edger advances an Integrated Model of MUL that elucidates how key activities (collected services, systems and standards – 354) are driven through behavioural practices (commitment, control and change – 354) underpinned by MUL personal characteristics (cognitive, emotional intelligence and energy – 354). Central to this model is the notion of 'portfolio optimization through social exchange' (POSE) where MULs apply 'local leadership', leveraging their portfolios through the dual application of exchange-based currencies.

Replete with case studies, *Effective Multi-Unit Leadership* will appeal to high potential unit managers, existing Multi-Unit Leaders who want to improve their performance levels, and retail/service directors wishing to train and coach their direct reports, as well as business educators and those with an academic interest in organizational studies.

For decades we have focused on what makes top leaders successful... Professor Edger has taken us to a different level and focuses on 'leading from the middle'... This book balances academic rigour with practical application ideas that can help companies use this undervalued group of leaders more effectively.

Reg Sindall, EVP Corporate Resources, Burberry plc.

Multi-Unit Leaders, working in constant tension between units and the centre, should read this book and then look again, as I did, at how they lead their teams to deliver results for customers and investors.

Jon Burke, Chairman and CEO, Bank Group plc.

Effective Multi-Unit Leadership is a refreshingly engaged inquiry into an important and under-researched topic. These findings will be of great interest to academics and practitioners alike.

Professor Duncan Angwin, Oxford Brookes University, UK.

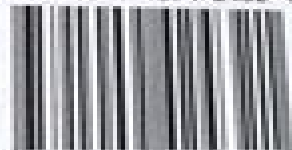
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GOWER

Gower Publishing Limited
Wey Court East, Union Road,
Farnham, Surrey,
GU9 7PT, England

www.gowerpublishing.com

ISBN 978-1-4094-2432-1



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Effective Multi Unit Leadership By Chris Edger 1 Oct 2012 Hardcover

Chris Edger



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Effective Multi-Unit Leadership and International Multi-Unit Leadership Chris Edger, 2013-11-01 Chris Edger looks at that key managerial cohort in the retail hospitality and service sectors operating between the centre and unit the Multi Unit Leader MUL Sandwiched between the centre and the unit they need to motivate unit managers and team members to provide great service whilst simultaneously fulfilling the Centre's compliance agenda Based on extensive case study research across multi unit service organisations in developed economies this first book is an essential guide to practitioners and academics on the art and science of Effective Multi Unit Leadership Edger provides an Integrated Model of MUL that explains how key activities are driven through behavioural practices underpinned by MUL personal characteristics The second book International Multi Unit Leadership takes a broader cross border perspective on leading from the middle in international service based subsidiaries that are committing significant capital to emerging markets and addresses how MULs generate commitment amongst unit managers and team members whilst coping with their firm's country of origin based control agendas

Effective Multi-Unit Leadership Chris Edger, 2016-04-29 There is a growing recognition of the increasing importance of local leadership practice within multi unit service contexts given the threat to costly land based retail infrastructures from smart technologies Multi site organizations are economically significant but currently under researched and poorly understood In Effective Multi Unit Leadership Chris Edger looks at that key managerial cohort in the retail hospitality and service sectors operating between the centre and unit the Multi Unit Leader MUL This district area or regional manager is tasked with maximising revenue and profit from a complex and ambiguous positional space being sandwiched between the centre and unit facing the MUL paradox how do they motivate unit managers and team members to provide great service whilst simultaneously fulfilling the Centre's compliance agenda Based on extensive case study research across a range of multi unit service organisations Edger advances an Integrated Model of MUL that elucidates how key activities sales led service systems and standards 3Ss are driven through behavioural practices commitment control and change 3Cs underpinned by MUL personal characteristics expertise emotional intelligence and energy 3Es Central to this model is the notion of portfolio optimisation through social exchange POSE where MULs apply local leadership leveraging their portfolios through the deft application of exchange based currencies Replete with case studies Effective Multi Unit Leadership will appeal to high potential unit managers existing multi unit leaders who want to improve their performance levels and retail service directors wishing to train and coach their direct reports as well as business educators and those with an academic interest in organisational studies

Multi-Unit Leadership Jim Sullivan, 2011-06-23 Multi Unit Leadership is the best selling book used in over 170 000 businesses worldwide Managing multiple units requires significantly different skills than managing just one This book details those skills in seven distinct stages and shares the best practices from successful multiunit leaders worldwide Perfect for regional managers and franchisees who need to know the difference between hands

on management and indirect influence Written in a detailed and fun format perfect for today's Digital Age leaders Multiunit Leadership examines the unique role and requirements of managers who are responsible for two to forty units Our research with over 500 successful Multi Unit Leaders MULs reveals the best practices and unique expertise that differentiates high performing multitunit leaders from average ones Chockablock full of specific examples expert opinion and case study scenarios the seven leadership stages outlined in the book include Brand Ambassador Servant Leadership Marketing Guru Head Coach Talent Scout Synergist and Goal Getter You'll learn how to better manage time and projects how to develop stronger teams how to get maximum impact from your store visits and how to consistently build sales by working smarter not harder Readers can assess their own strengths and challenges compared to the industry's best MULs at the end of each chapter and compile their own best practices relative to people performance and productivity Companies using the book include McDonald's American Express Coca Cola Starbucks Target Jiffy Lube Supercuts Applebee's and Sam's Club

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Table of Contents Effective Multi Unit Leadership By Chris Edger 1 Oct 2012 Hardcover

1. Understanding the eBook Effective Multi Unit Leadership By Chris Edger 1 Oct 2012 Hardcover
 - The Rise of Digital Reading Effective Multi Unit Leadership By Chris Edger 1 Oct 2012 Hardcover
 - Advantages of eBooks Over Traditional Books
2. Identifying Effective Multi Unit Leadership By Chris Edger 1 Oct 2012 Hardcover
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Effective Multi Unit Leadership By Chris Edger 1 Oct 2012 Hardcover
 - User-Friendly Interface
4. Exploring eBook Recommendations from Effective Multi Unit Leadership By Chris Edger 1 Oct 2012 Hardcover
 - Personalized Recommendations
 - Effective Multi Unit Leadership By Chris Edger 1 Oct 2012 Hardcover User Reviews and Ratings
 - Effective Multi Unit Leadership By Chris Edger 1 Oct 2012 Hardcover and Bestseller Lists
5. Accessing Effective Multi Unit Leadership By Chris Edger 1 Oct 2012 Hardcover Free and Paid eBooks
 - Effective Multi Unit Leadership By Chris Edger 1 Oct 2012 Hardcover Public Domain eBooks
 - Effective Multi Unit Leadership By Chris Edger 1 Oct 2012 Hardcover eBook Subscription Services

- Effective Multi Unit Leadership By Chris Edger 1 Oct 2012 Hardcover Budget-Friendly Options
- 6. Navigating Effective Multi Unit Leadership By Chris Edger 1 Oct 2012 Hardcover eBook Formats
 - ePub, PDF, MOBI, and More
 - Effective Multi Unit Leadership By Chris Edger 1 Oct 2012 Hardcover Compatibility with Devices
 - Effective Multi Unit Leadership By Chris Edger 1 Oct 2012 Hardcover Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Effective Multi Unit Leadership By Chris Edger 1 Oct 2012 Hardcover
 - Highlighting and Note-Taking Effective Multi Unit Leadership By Chris Edger 1 Oct 2012 Hardcover
 - Interactive Elements Effective Multi Unit Leadership By Chris Edger 1 Oct 2012 Hardcover
- 8. Staying Engaged with Effective Multi Unit Leadership By Chris Edger 1 Oct 2012 Hardcover
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Effective Multi Unit Leadership By Chris Edger 1 Oct 2012 Hardcover
- 9. Balancing eBooks and Physical Books Effective Multi Unit Leadership By Chris Edger 1 Oct 2012 Hardcover
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Effective Multi Unit Leadership By Chris Edger 1 Oct 2012 Hardcover
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Effective Multi Unit Leadership By Chris Edger 1 Oct 2012 Hardcover
 - Setting Reading Goals Effective Multi Unit Leadership By Chris Edger 1 Oct 2012 Hardcover
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Effective Multi Unit Leadership By Chris Edger 1 Oct 2012 Hardcover
 - Fact-Checking eBook Content of Effective Multi Unit Leadership By Chris Edger 1 Oct 2012 Hardcover
 - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
- 14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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