



## **POURING WITH HEART • THE BAR MANAGER**

We only have one rule, you must always Pour With Heart and Lead With Heart. As the Bar Manager and a member of the Bar Leadership Team you are taking the second step on the path to attaining the most important role in our company, that of a General Manager. You must consider your current role as training for the GM position, as the BLT roles each make up a third of a GM's responsibilities. This is a crucial time in your development as a leader and as such you must master the operations (OPS) category of a P&L, off night revenue growth, and the stewardship of the bar backs in your bar. Once you have mastered these three key areas you are eligible to move to the next step in your Career Journey. If you are prepared, organized and structured then your bar will operate effectively, profitably and your staff will know what to expect from your leadership.

---

*"Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others." —Jack Welch*

---

## **THE GRIND - OPS COP**

**KPI: Your bars operations (OPS) spending is below the target percentage**

This is the **Grind** of your career position in which you should be spending as little of your time as possible in order to achieve the KPI. Accomplishing the **Grind** KPI lets you know that you

are doing a **Good** job, but not a **Better** or the **Best** job possible. In order to focus on the next area of your career position, the **Bread & Butter**, you must have the Grind KPI achieved.

As the Bar Manager your grind is focused on the OPS category in the P&L. Your duty is to manage the inner workings of the bar so it can run as efficiently as possible. You are responsible for maintaining and dialing in the tools and equipment so your team can operate smoothly and concentrate on building regulars.

- Able to fulfill all duties and responsibilities of Security Hosts, Barbacks, Bartenders, MODs, and Lead Bartender
- Bartend four nights a week, and serves as the MOD when AGM and GM are not in the venue.
- Monthly All Manager Meeting, after the Workshop
  - Prepare and Lead the Praises & Stuck's of the Bar Back Team
  - Prepare an agenda and Lead the Bar Backs in a team segment at the end
- Monthly All Manager Meeting, after the Workshop
- Weekly Admin Hours
  - Follow BLT admin day schedule.
- Interview all new employees with the Bar Leadership Team
- Oversees maintenance of bar equipment and tools
- Assists GM & BLTs of handling contacts of rented equipment and ensuring they are all up to date
- Assists GM and BLTs in implementing any aesthetic changes to the bar and educating the staff on these changes
- Manages glassware inventory and any necessary glassware ordering

## **THE BREAD & BUTTER - OFF NIGHT EXCELLENCE**

**KPI: Off night revenue is growing according to your bar's goals by Building Regulars**

This is the **Bread & Butter** of your career position in which you will be spending the bulk of your time in order to achieve the KPI. Accomplishing the **Bread & Butter** KPI lets you know that you are doing a **Better** job, but not the **Best** job possible. In order to focus on the next area of your career position, the **Magic** you must have the **Bread & Butter** KPI achieved.

As the Bar Manager you will oversee every aspect of off nights which are typically the key in any bar to help increase weekly revenue since they are the evenings that have the most opportunity and room to grow. These are the nights we get to take care of our regulars the best, because off nights allow more time for us to get to know them. These interactions help build regulars, and a strong foundation of regulars is the backbone to any successful bar.

- Working off nights (typically Sun, Mon, Tue) and focusing on the rhythm and flow of service as the MOD to help increase weekly revenue
- Assist in maintaining the daily appearances and operations of the bar and ensuring the three pillars of ambiance are dialed in throughout the shift
- Consistently building regulars from all walks of life by practicing genuine care and concern, honest hospitality, and delivering high quality in what we serve.
- Working with your team to learn and remember regulars' names, the regular's drink preferences, and any other details about the regular relevant to the team.
- Presenting solutions and ideas to the Bar Leadership Team & GM to help build and promote off nights (ex. Service Industry Night, Music, Menu Change by the Lead Bartender, etc.)

## **THE MAGIC - YOU'VE GOT THEIR BACKS**

### **KPI: The Barbacks are growing personally and professionally**

This is the **Magic** of your career position in which you will be spending as much of your time as possible while still achieving the **Grind** and **Bread & Butter** KPIs. Accomplishing the **Magic** KPI lets you know that you are doing the **Best** job possible. We truly believe that if you are consistently achieving the **Magic** KPI that you are ready for a promotion in the Pouring With Heart Career Journey.

The Magic in the Bar Manager role is when you see your leadership abilities in full force as your barback team begins to run like a well oiled machine. You'll begin to see your barbacks thrive in their role as you continue to coach and share your knowledge of the bar. Soon, your barbacks will be ready to begin bartender training with the Lead Bartender. Your role as a

leader is fully realized when a barback you hired, trained and coached becomes a bartender in the well next to yours.

- Assign nightly & weekly actionable tasks to the bar back team
- Support and focus each of your Bar Back's development: to achieve their KPIs with the goal to one day have our barbacks train towards becoming a tender in the well themselves.
- Ensure training for all Barbacks is completed wholly and to our standard
- Lead the first 90 days of each newly hired or promoted bar back.
- Review Barback's KPIs. Reward and encourage those that are achieving them. Coach and guide those that need it, to ensure they hit them
- Work with BLT and GM to determine barbacks who are ready to be considered for pouring barback training and bartender training. When the candidates are identified, letting the Lead Bartender take on bartender training for the barback.
- Interview all new potential bar backs with the Bar Leadership Team

## **THE RHYTHM**

These are the basics of how we meet and collaborate, and tools and systems you must know.

- Create and achieve *impactful* Priorities that move your venue and the company forward
- Meetings. We arrive on time, prepared and are fully present and involved in all meetings. We are also lean and poignant in our meetings to maximize our time.
  - Weekly Admin Day Meetings
  - Two Weekers with GM
  - Monthly Workshops with full Venue Team
  - Quarterly Roundtables with full group Bar Leadership Teams
  - Bi Annual & Annual Check-in's with GM
- Engage in ongoing training and education: monthly books, seminars & retreats
- Actively mentor and nurture career growth within the Host team
- Digital - Slack
  - Engage in your venues Slack channel where necessary

## **THE REQUIREMENTS**

- Complete STAR training

