



POURING WITH HEART • THE DIRECTOR OF OPERATIONS

We only have one rule, you must always Pour With Heart and Lead With Heart. After mastering every aspect of running a bar through each Venue Leadership Team member position your Career Journey continues as a Director of Operations. Your focus now will be to master the art of leading, teaching, and empowering others to achieve more than they could ever dream of themselves. You do not run bars, you lead people. In this new role your leadership skills will be on full display as you are no longer doing the day to day work of running bars but rather working through others to achieve your goals. With this in mind you will be rewarded based on your ability to lead and develop those around you such that they can achieve their goals. You will accomplish this through creating an environment in which great ideas can occur and execution is the norm. Your performance demonstrates your expertise at leading others to success in their lives, careers, and their bars. This is the importance and impact of the Director of Operations.

"The role of a leader is not to come up with all the great ideas. The role of a leader is to create an environment in which great ideas can happen."

— Simon Sinek

THE GRIND - MAKE YOUR MARGINS

KPI: Your groups margins are above 20% and rising towards our company goal commensurate with the margins needed to increase our employees benefit

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 Director of Operations you will lead a team of General Managers in achieving the base

level of 20% margins day in and day out. Additionally your team will continually seek to increase their margins towards our company's margin goal in order to provide ever increasing benefits for our employees. You will accomplish this through ensuring that your team has the skills to accomplish the task and by empowering them to take ownership of their bars, not by Co-GMing with them. As a leader it is your job to show your team the way not to walk the path for them. Your balanced and unwavering leadership will help to ground the team and lead them to make the right decisions to achieve proper margins.

- Reply to all emails in a timely manner, no less than 24 hours after receipt
- Code and Submit all credit card expenses for the current week every Thursday to the Finance Department
- Lead your team in successfully utilizing all platforms and systems the company works off
- Be on call at all times to handle any emergencies that arise and involve any governmental agency
- Administer all disciplinary actions for your team with a witness always present

THE BREAD & BUTTER - ALWAYS BE GROWING

KPI: Your Groups revenue is growing according to your goals

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.

Revenue growth is a fundamental aspect of operations at Pouring With Heart, as such your position as the Director of Operations is to lead your team by tirelessly working to help them improve personally and professionally. Your goal in the pursuit of higher revenue is to teach and lead an empowered team of GMs. Your leadership and vision will help the GMs to focus their team on sustainable growth through Building Regulars. This is a true test of your leadership prowess and ability to work through others as you will ultimately be two to three people removed from the actual team that builds regulars each and every shift.

- Create and achieve *impactful* Priorities that move the company forward, using Align:

- Daily (1)
- Weekly (5)
- Quarterly (2 Business/1 Personal)
- Analyze GM level Weekly & Period P&Ls utilizing our MSBP System
- Analyze all Quarterly Team P&Ls to ensure alignment with Period KPIs and be able to offer a full breakdown of the numbers.
- Set up & successfully open all new bars that fall within your group
- Conduct an AAR plan after every opening or with a struggling bar by request
- Participate in and achieve company wide priorities on a quarterly basis
- Monthly GM All Days
 - Prepare and Lead an all team monthly All Day focusing on Culture, leadership growth, venue evaluation and performance. This is the single most important thing you will do to improve your team.
- Lead your GMs in an end of year annual All Day meeting to establish revenue projections, and prepare total bar projections for your.
- Find ways to leverage your group of bars, and the company at large when applicable, to reduce costs and spending
- Lead all annual projections goals for your group of bars
- Deliver on those projections by using the Financial Tracking Accountability System. Find another Director who can make up for shortcomings if you fall off track
- Keep your team inspired and engaged through meaningful meeting agendas that are growth focused

THE MAGIC - BUILDING CAREERS

KPI: Your groups General Managers are constantly improving and moving through the Career Journey

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 ultimate expression of a true leader is the success of those who surround them, this is your true calling in the role of Director of Operations. Your leadership and the empowerment of those around you will help your team to develop personally and professionally while performing at the highest levels. You will know that you have achieved the pinnacle of the Director of Operations role when you are only having high level and future focused

conversations with your GMs, margin and revenue talk being a thing of the past. Additionally the success of your General Managers Bar Leadership Team members on their path along the Career Journey is a key indicator that you are succeeding as a leader yourself. The magic of this role is that you will have the honor of leading and promoting people from the team you have built.

- Directors do not motivate, they work with motivated people and Inspire them to dream bigger, achieve more, be more, and give more back to their teams, venues and communities.
- Always be looking up and out.
- Engage in ongoing learning and education: monthly books, seminars & retreats
- 1 to 4 Rule - Spend at least 4 days a week on growth, and only 1 on busy work
- Successfully execute the RIOT Program to ensure we are only hiring the very best people possible.
- Hire, Train & Lead all GMs for your group of bars
- Ensure the PWH Career Journey is alive and well in your group
- Actively mentor and nurture career growth through the use of a Depth Chart
- Actively teach, lead and mentor your GMs in their evolution
- Contribute to the growth and constant enhancement of PWH as a company as a member of the Leadership Team
- Collaborate with all other OPS Directors and the DPS on new systems and initiatives that have a company wide impact

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 the company forward, using Align:
 - Daily (1)
 - Weekly (5)
 - Quarterly
- 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.
 - DIRECTOR ALL DAY MEETINGS as a Member: show up with plans on how to improve our company and achieve our Mission
 - GM ALL DAY MEETINGS as a Leader: these are the most impactful moments as a leader and must be lead with fully fleshed out, thoughtful agendas to improve everyone's performance and inspire their hearts & minds, and finished with an action plan

- Two Daily Huddles: OPS Directors. GMs.
- Two Weekly Huddles: OPS Directors. GMs.
- Two Weekers: With VP of OPs. For GMs.
- Two Monthly All Days: OPS Directors. GMs.
- Quarterly Roundtables: Plan, Present & Lead in your city.
- Quarterly Leadership Planning Session: Participate as part of the OPS Team's Priorities Review and Forward Planning.
- Bi Annual Reviews: GMs.
- Annual Budget and Goals Meeting: OPS Directors. GMs.
- Digital - Slack
 - Engage in your venues Slack channel where necessary
- TRAVEL
 - Monthly All Day
 - Quarterly Leadership Meeting with Petra
 - Annual Group Retreat
 - Annual Recognition, Reveal, Retreat

