



POURING WITH HEART • THE ASSISTANT GENERAL MANAGER

We only have one rule, you must always Pour With Heart and Lead With Heart. As the Assistant General Manager and a member of the Bar Leadership Team you are taking the final 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 labor category of a P&L, peak night revenue growth, and the stewardship of the security hosts 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.

"One can choose to go back toward safety or forward toward growth. Growth must be chosen again and again; fear must be overcome again and again." —Abraham Maslow

THE GRIND - LABOR OF LOVE

KPI: Your bars labor cost is below your 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 Assistant General Manager you are directly responsible for the livelihoods of your entire bar team through managing the Labor category of the P&L, utilizing the bar schedule and on shift time management to achieve your goals. This is the most dynamic, complex and consequential aspect of a bar's operations as it affects both the P&L and the staff itself, both of which must be in line for a bar to operate effectively.

- Able to fulfill all duties and responsibilities of Security Hosts, Barbacks, Bartenders, MODs, Bar Leads and Bar Managers
- Always ensure that your labor is priced out correctly and your schedule is balanced to achieve your bar's specific labor goal.
- Make Labor and Schedule adjustments throughout the week as needed to ensure goals are met
- Never schedule a cent of overtime pay unless pre approved by the GM
- Make mid shift cuts accordingly, to protect your labor margin.
- Send out the schedule at least two weeks prior to the first of the month to all employees.
- Manage and approve schedule change requests throughout the month
- Understand that each employee's personal take home is affected by the quantity and quality of hours they are scheduled and work, and make sure to always be very fair and reasonable in allotting those shifts. The morale of your team is directly impacted by how well you are able to do this
- Bartend four nights a week as the MOD, Wednesday through Saturday
- Monthly Workshops
 - Prepare and Lead all Cultural and Team Building Trainings
 - Prepare an agenda and Lead the Security Hosts in a team segment at the end
- Monthly All Manager Meeting, after the Workshop
- Weekly Admin Hours
 - Follow BLT admin day schedule.

THE BREAD & BUTTER - THERE IS NO PEAK

KPI: Peak 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.

Peak nights are the highest grossing and most important shifts for any successful bar. As the AGM you are tasked with making sure that the peak nights run as effectively as possible and that the team is always focused on building regulars by Pouring With Heart. As we know teams that build regulars will naturally grow revenue and this is exactly how you will achieve your goal.

- Establish Annual Revenue Projections for Peak Nights (Wed to Sat) each December for the final meeting of the year
- Understand and create business plans to present to your leadership team on how you propose to drive peak night revenue.
- Consistently building regulars from all walks of life by practicing genuine care & concern, honest hospitality, and delivering high quality in what we serve.
- Create and present a Quarterly, Period and Weekly Plan to the GM to achieve Projected Peak Night (Wed to Sat) Revenue
- Ensure all staff members are correctly trained and equipped for success on peak nights
- Manage all of the content and posting for the bar's Social Media feeds

THE MAGIC - THE HOSTS FEEL SECURE

KPI: The Security Hosts 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 security hosts are one of our greatest assets and opportunities to build regulars in our bars and as the Assistant General Manager you are their steward. As a successful AGM your leadership will ensure that the security hosts always have everything they need to provide our guests with an amazing hello and a warm goodnight.

- Support and focus each of your Security Host's development: the safety and security of everyone in our bars, getting to know our customers and building regulars, making our bar a sweet spot in our community through upbeat and outgoing interactions.
- Ensure Training for all Security Hosts is completed wholly and to our standard
- Review Security Host's KPIs. Reward and encourage those that are achieving them. Coach and guide those that need it, to ensure they hit them
- Trained in and able to complete all core GM Duties of running the Bar:
 - Payroll
 - Bank Deposits and Reconciliation
 - Ordering
 - Invoice Submittals
 - Communications with customers & HQ
 - Maintenance Execution
 - Able to take on and solve Emergency Situations
- Cover those core GM Duties whenever the GM is on Vacation
- Witness all disciplinary meetings with the GM
- Manage the Events & Parties of the Bar while MOD after the GM has set them up
- Able to analyze the Labor on Period P&Ls, and provide understanding on why the numbers are what they are
- Conduct bi annual Reviews of each Security Host with the GM
- Assist with Barback and Bartender bi annual Reviews
- Interview all new employees 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
 - 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

