



POURING WITH HEART • THE DIRECTOR OF OPERATIONS

We only have one rule, you must always Pour With Heart and Lead With Heart. The Director of Operations in our Company is a particularly special role. While an Operator at its core, and in name, this role is truly the CEO of their Market. This means that beyond just running great bars, and leading the teams that make them so, you must also begin to understand the broad strokes of how Vision, Strategy and Tactics merge with Culture to create incredible success for prolonged periods. Your focus will be first and foremost on your teams and the health of the bars they run, but you will only be of true service when you are able to be the beacon of our Shared PWH Culture, and through working with every member of your 101+ group to bring Pouring with Heart to life. With that in place, you are then also able to caretake our beloved brands, and ensure that they are as vivid and alive as possible, and that as they evolve they are evolving organically and for the better at all times.

"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 - HEALTHY GROUP P&L

KPI: Revenue, Margins and Careers on Target each Period

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.

Put simply, great bars will also be great businesses. When our businesses are great, we need to raise less money to grow. When we raise less money to grow, we can improve how this company benefits our employees. Through continuously improving the benefits of our

employees, we will revolutionize an entire industry, and solidify the value of a career in bars.

- 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 - POURING WITH HEART CULTURE IN THE BARS

KPI: Vision Survey $\geq 80\%$

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.

So, yes, business matters, HOWEVER, driving strong business goals doesn't actually create strong business results. Culture does, and focusing on taking care of people. Our Culture is rooted in every way on this. Your job is to bring that Culture to the forefront of every single person's mind on your team. Our Shared Values are the foundation of how we solve every problem, and we use those to Have Each Other's Backs, Pour with Heart and Lead with Heart.

If we do this, then we'll be jam packed with regulars and careers, and the rest is history.

- 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 - BRAND SHEPHERD

KPI: Brand Guide Amended and Alive At All Times

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.

It is an incredibly nuanced dance to navigate a great brand with it's inevitable growth. We acknowledge this and deeply need our employees and regulars to be the ones that impact that growth. We also know that the best things in life happen at points of friction, and that checks and balances are vital. You are the steward of our brands and the person that ensures that they are being fully expressed, while also fielding requests to make changes or enhancements, allowing them ever so slowly when they help and declining when they are simply incorporating trends. You also see to it that this brand is communicated to the community at large through deep relationships with the PR community, and make sure how we are represented in the public is the same as how we feel about ourselves internally.

- 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

