



## POURING WITH HEART • THE GENERAL MANAGER

We only have one rule, you must always Pour With Heart and Lead With Heart. After mastering every aspect of running a bar through working in each BLT position, your Career Journey continues as a General Manager at Pouring With Heart. Believe us when we tell you that the General Manager position is the most important role at Pouring With Heart. Your focus now will be to master the art of teaching others what you have already learned and through doing so solidify your expertise. This occurs in three phases. In the first phase you will begin working with MODs and your first BLT in a Tier 1 or 2 size bar. You will then move into a larger Tier 3 or 4 bar in the second phase and work with a full team of BLTs. After that you will move into the third phase and a massive Tier 5 bar, demonstrating your expertise at teaching and leading others to success in their careers. This is the importance and impact of the General Manager.

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*"The art of teaching is the art of assisting discovery" - Mark Van Doren*

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## THE GRIND - MAKE YOUR MARK

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

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.

At Pouring With Heart we firmly believe in taking care of our people and providing a fulfilling and growth oriented workplace where learning and caring for each other are the norm. The profit margin expectations we have are very much aligned with this philosophy. If, as a

company, we can hit and maintain these margins it allows us to open new venues and create more careers. Additionally, It also provides us with more resources to give back to the people that make this all possible in ways like health care and other benefits for all employees, 401ks, paid time off, etc etc. The sky's the limit here but first we need to realize these margins at every venue.

- Able to fulfill all duties and responsibilities of Security Hosts, Barbacks, Bartenders, MODs, Bar Leads, Bar Managers and AGMs
- Code and Submit all invoices for the current week every Friday to the Finance Department
- Analyze all Period P&Ls to ensure alignment with weekly KPIs and be able to offer a full breakdown of the numbers
- Execute full maintenance walkthroughs on a weekly basis and ensure all maintenance needs are addressed
- Review the previous weeks performance and set the following weeks goals and budgets first thing every Monday morning
- 20% profit is baseline
- Create P&L action plans each period and quarter after assessing the data
- Quarterly audits of spirit and cocktail prices
- Process bank runs as needed (weekly or twice weekly)
- Coaching your BLT's to hit their margins on their specific sections of the P&L
- Keep all payroll data on your POS and Intacct accurate and up to date for seamless payroll processing for your CSM
- Place all non Produce orders for the bar weekly (liquor, dry goods, gas, chemicals, glassware etc), adhering the weekly budget
  - Or if you have a full BLT team auditing the orders of your team to ensure they are within budget
- Keep the safe and all on hand cash in the bar accurate and accounted for at all times
- Administer all disciplinary actions for your staff with a witness always present (CSM or Director)

## **THE BREAD & BUTTER - REVENUE THROUGH REGULARS**

### **KPI: 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 General Manager generating revenue through Building Regulars is the most important thing you can do to ensure your venue grows and provides a place for your team to develop their own careers. This can be time consuming and difficult but once the pipeline of regulars is in place you can become a very impactful GM and change the lives of your team.

- Lead your BLTs in a end of year annual meeting to establish revenue projections, and prepare total bar projections for your Annual All Day with your Director the following week
- Manage and update all digital content for your bar
- Coordinate all events and parties with your BLT team as booked to ensure their success in running them
- Building Relationships with brands and distributors
- General aesthetic of the venue to make people feel at home and welcome
- Receive all event and party communications and complete the booking of each
- Coach your team on steps of service, hospitality, and all things geared towards building regulars
- Monthly Workshops
  - Prepare and Lead an all team monthly workshop focusing on Bar Culture, Customer Experience and Technique & Knowledge. This is the single most important thing you will do to improve your bar
  - A great GM can hold workshops that are powerful and resonate through the staff
- Prepare an agenda and lead your BLT in a Monthly All Manager Meeting

## **THE MAGIC - TO INFINITY AND BEYOND**

**KPI: The Bar Leadership Team is 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.

A truly great and successful GM will be measured by the growth and success of their team,

from AGM all the way to the Security Host. Great leaders create the conditions which allow greatness to arise in others and this is quite literally the magic of this role. Building the foundation of future leaders at PWH will define exceptional GMs and serve as a marker for those ready for the next step along their Career Journey.

- Set goals and expectations and work with your BLT's to ensure they hit their KPI's and are ready for the next step in their career journey
- Conduct bi annual and annual check ins of every one of your employees and guide them on their Journey
- Successfully execute the RIOT Program to ensure we are only hiring the very best people possible
- Lead your BLTs in opening and closing huddles during each of their admin days using the BLT KPI tracker to help structure their admin days
- Spend time with each staff member and personalizing growth plans
- Using the depth chart to track those who are ready to be trained for the next role and building the road map to help them get there
- Providing an environment where honesty and openness are rewarded, Being clear is kind
- Executing and maintaining a monthly and quarterly MVP program

## **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 (1+)
  - 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.
  - Daily Huddles
  - Weekly Huddle
  - Two Weekers with DOPS
  - Monthly All Day
  - Quarterly All Day
  - Quarterly Roundtables
  - Annual Projections and Priorities
- Develop and maintain relationships with vendors and nurture brand partnerships

- Engage in ongoing training and education: monthly books, seminars & retreats
- Actively mentor and nurture career growth through the use of a Depth Chart
- A minimum of one full shift a year as a Security Host, Barback & Bartender
- Digital - Slack
  - Engage in your venues Slack channel where necessary
- TRAVEL
  - Annual Group Retreat
  - Annual Recognition, Reveal, Retreat

## **THE REQUIREMENTS**

- Complete STAR training

