



POURING WITH HEART • THE LEAD BARTENDER

We only have one rule, you must always Pour With Heart and Lead With Heart. As the Lead Bartender and a member of the Bar Leadership Team you are taking the first 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 Cost of Goods Sold category of a P&L, Happy Hour revenue growth, and the stewardship of the bartenders 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.

"Happiness is not in the mere possession of money; it lies in the joy of achievement, in the thrill of creative effort." - FDR

THE GRIND - THE PRICE IS RIGHT

KPI: Your venues cost of goods sold (COGS) is below your venues 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 Lead Bartender the day to day running of the venue is heavily reliant on how successfully you execute the beverage program of your bar and manage the COGS (Cost Of Goods Sold) category of the P&L. You must design profitable beverage programs in line with your bar's goals, launch them effectively, manage the use of products and the weekly ordering budgets.

- Able to fulfill all duties and responsibilities of Security Hosts, Barbacks, Bartenders and MODs, while working as a Bartender building Regulars
- Cost out and keep up to date every single product for sale in the Bar
- Analyze COGS on Period P&Ls, and provide understanding of the numbers
- Ensure the bar's inventory is counted weekly and accurately
- Meet with Vendors with the GM and negotiate deals and placements
- Create, maintain and oversee the bar's cleaning schedule to achieve flawless bar cleanliness
- Manage the bar's tools and equipment, keeping all tip top and accounted for
- Create and update the bar's par sheets
- Bartend four Happy Hour shifts a week, and serve as the MOD when Bar Manager AGM and GM are not in the venue.
- Monthly Workshops
 - Prepare and Lead the Praises & Stuck's of the Bartender Team
 - Prepare an agenda and Lead the Bartenders 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 - HAPPY DAYS

KPI: Happy Hour 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. Happy Hour is where your role as the Lead Bartender comes to life. These specific shifts will offer you the unique opportunity to design creative programming and build regulars out of the people who live and work in your neighborhood. It also offers a chance to provide the highest levels of service and hospitality that will further help you to build a strong foundation of regulars which will drive revenue growth.

- Work happy hour (typically Mon, Tue, Wed, Thur) and focusing on the rhythm and flow of service as the MOD to help increase weekly revenue.
- Understand and create plans to present to your leadership team on how you propose to drive Happy Hour 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 build regulars from all walks of life by practicing genuine care and concern, honest hospitality, and delivering high quality in what we serve.
- Work 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

THE MAGIC - TENDING TO THE TENDERS

KPI: The Bartenders 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.

As the Lead Bartender you will strive to gain the trust and loyalty of your bartender team. You'll begin to see bartenders thrive in their role as you lead them and share your knowledge of the bar. You will be tasked to mentor key bartenders that will be ready to begin training as MOD's and begin their ascent towards a GM position. Your role as a leader is fully realized when a bartender you hired, trained and coached becomes a member of the Bar Leadership Team.

- Lead and support the development of the bartenders so that they are achieving their KPIs and progressing along the Career Journey.
- Lead the first 90 days of each newly hired or promoted bartender.
- Conduct Bartender Training for all new bartenders
- Review Bartender's KPIs. Reward and encourage those that are achieving them. Coach and guide bartenders that need it, to ensure they hit them..
- Assist with Bartender bi annual Reviews
- Interview all new potential bartenders 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 Bartender team
- Digital - Slack
 - Engage in your venues Slack channel where necessary

THE REQUIREMENTS

- Complete STAR training

