

## 201\_ Job Scorecard - General Manager

### Job Purpose

The General Manager is responsible for the leadership of 6 – 8 business units, with more than 400 employees.

He/she ensures that teams are highly engaged to deliver exceptional service to guests. He/she keeps teams updated regarding strategic developments and operational targets, ensuring teams have the resources, systems, support, and knowledge to achieve goals.

The General Manager sets targets, plans budgets, controls operational expenditures, recruits, trains and inspires multiple teams, creating and driving marketing campaigns across several business units while building strong bridges with the community.

### Responsibilities

1. Ensures the highest standards for services. Consistently ensures that operations comply with all applicable laws.
2. Develops, maintains and administers a sound organizational plan; initiates improvements as necessary for high quality succession planning at all levels of his/her organization.
3. Provides advice and recommendations to the COO, CFO, and CEO about business development, revenue opportunities, policies, procedures, etc.
4. Oversees marketing and community programs to promote services and facilities to potential and present customers.
5. Negotiates and recommends supplier and partner contracts. Establishes and monitors compliance with purchasing policies and procedures.
6. Analyzes financial statements, manages cash flow, and establishes controls to safeguard funds.

### Specific Measures of Success

1. **Revenue:** Increase year over year sales revenue by 25%
2. **Cost:** Decrease operational costs by 5% without impacting quality
3. Increase **customer satisfaction** to 89%
4. **Topgrading:** Achieve 90% A players
5. **People Development:** ensure 21 training days/year for managers, 8 days for general staff

Sample – Job Scorecard

**General Manager - TopGrading Competencies**

RATING SCALE: 5 = Excellent 4 = Very Good 3 = Good 2 = Only Fair 1 = Poor

COMPETENCIES	Minimum Required	RATING			
<b>INTELLECTUAL</b>					
1. Intelligence	5		7. Pragmatism	4	
2. Analysis Skills	4		8. Risk Taking	4	
3. Judgment/Decision Making	4		9. Leading Edge	3	
4. Conceptual Ability	3		10. Education	3	
5. Creativity	4		11. Experience	4	
6. Strategic Skills	4		12. Track Record	5	
<b>PERSONAL</b>					
13. Integrity	5		18. Stress Management	4	
14. Resourcefulness*	5		19. Self Awareness	3	
15. Organization / Planning	4		20. Adaptability	4	
16. Excellence	4		21. First Impression	5	
17. Independence	4				
<b>INTERPERSONAL</b>					
22. Likeability	4		27. Communications - Oral	4	
23. Listening	4		28. Communications - Written	4	
24. Customer Focus	5		29. Political Savvy	4	
25. Team Player	5		30. Negotiation	4	
26. Assertiveness	4		31. Persuasion	4	
<b>MANAGEMENT</b>					
32. Selecting A Players **	4		37. Redeploying B/C Players	4	
33. Coaching **	4		38. Team Building	4	
34. Goal Setting	4		39. Diversity	4	
35. Empowerment	4		40. Running Meetings	4	
36. Accountability	5				
<b>LEADERSHIP (Additional Competencies)</b>					
41. Vision	4		43. Inspiring "Followership"	5	
42. Change Leadership	4		44. Conflict Management	4	
<b>MOTIVATIONAL</b>					
45. Energy	5		48. Compatibility of Needs	4	
46. Passion	5		49. Balance in Life	3	
47. Ambition	5		50. Tenacity	5	