

## Detail Task Analysis – GENERAL MANAGER (GM)

This document provides an analysis of the tasks involved for GENERAL MANAGERS to successfully perform their duties.

The General Manager is responsible for all store operations. They should take responsibility for the success of their shop and all the people in it as though it were their own business.

### General Manager job tasks:

Task	Complexity (L/M/H)	Importance (L/M/H)	Current Skill Gap (L/M/H)	Notes/Resources
1. Analyze sales, seasonality, trends, labor, stock and product sales goals on a daily basis to maximize the use of each.	H	H	H (labor, stock/product )	Do fairly well with par levels, not as well with retail or labor.
2. Plan strategically for operations and merchandising.	H	M-H	H (operations)	Importance is H for operations, M for merch.
3. Set an appropriate weekly, monthly, and seasonal direction for the shop, which gives the direction for daily activities.	M	M	H	Currently get a lot of direction from corp.
4. Effectively pre-screen candidates for employment, so time and money are not wasted on background checks, etc. for those who are unsuitable. Address any obvious issues with the candidate (like dress-code violations) before submitting their application.	H	H	H	Existing class needs to be updated for hourly and adapted to overall program. Need help in what to look for, how to interpret answers to questions and probe.
5. Interview prospective employees and make good hiring decisions, getting the right people for the right jobs. Include assistant managers and supervisors and take their opinions into account. Coach them so they can handle this process with your supervision.	M	H	H	
6. Effectively implement and manage the MOTP training and assessment program with help from the <i>Corporate Trainer</i> . Support and enable the <i>Training Supervisor</i> in the training administration, and with the <i>Buddy Program</i> .	M	H	H	<i>Corporate Trainer</i> helping with training part, GMs still handle management part.

Task	Complexity (L/M/H)	Importance (L/M/H)	Current Skill Gap	Notes/Resources
7. Ensure people have the skills before signing off on assessments and related promotions in the MOTP program. Ensure salaried managers support and sign off as you do.	M	H	H	Similar to #6 re skill gaps and needs.
8. Ensure <i>Training Supervisors</i> are running good teambuilding activities for the store, with <i>Guest Expert</i> candidates and on their own. Run them occasionally to demonstrate how to run them well, and to show support for them.	L	M	H	This task is linked with ensuring an employee appreciation program.
9. Create and document personnel files according to HR guidelines.	L	M	H	Potential legal issues; address even though M importance.
10. Demonstrate good coaching and mentoring skills. For example: <ul style="list-style-type: none"> <li>• Give direct reports enough shoulder-to-shoulder guidance and support for everyday work, without micromanaging.</li> <li>• Give new direct reports appropriate extra instruction and assistance, without micromanaging.</li> <li>• Initiate conversations about career goals and aspirations; help them create actionable steps to reach goals.</li> <li>• Observe and assess direct reports and give appropriate feedback and praise. Coach managers to do the same.</li> <li>• Ensure at least one person can step in and handle each GM responsibility, more in larger shops.</li> </ul>	H	H	H	This is a critical area for achieving the desired business results.  Additional coaching support is recommended for 2010 to further build these skills. The <i>Leading People</i> class sets the foundation for how to coach and gives practice.
11. Effectively determine what tasks can be delegated and delegate them to the right people at the right time, including the needed training and coaching to do them well. Follow up and hold people accountable for tasks given to them, while keeping responsibility. Manage and coach managers and supervisors to achieve the same with their direct reports. Make sure at least one person in the shop can do each part of GM job.	M	H	H	Some structure/changes to be added to what is currently delegated (e.g. inventory) and how. Currently don't coach AMs to delegate well.

Task	Complexity (L/M/H)	Importance (L/M/H)	Current Skill Gap	Notes/Resources
12. Help direct reports set and meet yearly performance review goals. Help define specific tasks and objectives that will help them meet these goals (small steps). Check in and work with them throughout the year to help ensure they meet them. Clearly define team and individual goals and expectations.	M	M-H	H	This is currently not even on their radar.
13. Be a role model for managers in how they should perform their duties – <i>demonstrate</i> how to plan well, know and use appropriate HR policies and procedures, coach others, show initiative, etc.	H	H	H	Some are good in parts of this but nobody has the whole package (yet).
14. Create a work environment that is mutually supportive and respectful, where: <ul style="list-style-type: none"> <li>• Managers and supervisors help employees be their best.</li> <li>• People help each other succeed and improve.</li> <li>• People enjoy their work.</li> <li>• Everyone is committed to, contributes to the success of the shop.</li> </ul>	M	H	M-H	Managers often don't see they don't have an "employer of choice" atmosphere, and its importance to guest service and shop success.
15. Create and support good communication practices in the shop, so everyone, especially managers and supervisors, have all the information they need when they need it. This includes good use of the Red Book (just the facts, nothing they'd not want read in court).	M	H	H	Need to document guidelines etc., add some structure as with regular manager meetings.
16. Manage performance issues in a straightforward, effective way. For example: <ul style="list-style-type: none"> <li>• Give people consistent, clear, actionable feedback in a respectful and professional way.</li> <li>• Clearly communicate expectations for behavior and performance, and create and communicate an effective strategy for improvement when they are not met.</li> <li>• Appropriately document issues according to HR policy and timeframes.</li> <li>• Plan times for HR related items (reviewing, coaching, etc.).</li> </ul>	H	H	M-H	Do the first two somewhat okay, don't do the last two well at all.

Task	Complexity (L/M/H)	Importance (L/M/H)	Current Skill Gap	Notes/Resources
<p>17. Effectively and proactively address conflict issues in the team. For instance:</p> <ul style="list-style-type: none"> <li>Consistently address conflict early, don't allow it to become a bigger problem.</li> <li>Escalate conflicts to higher management/HR when appropriate.</li> <li>Encourage, coach and facilitate team members to have effective conversations with each other; don't have the conversations for them.</li> </ul>	H	H	H	Not good at this – currently either avoid or attack.
<p>18. Demonstrate managerial courage. For example:</p> <ul style="list-style-type: none"> <li>Initiate potentially difficult or uncomfortable conversations or interactions with employees, boss, peers.</li> <li>Say what needs to be said quickly, directly and respectfully, using the appropriate method (in person ideal, then phone, not email).</li> <li>Communicate effectively and professionally without undue emotion.</li> </ul>	M	H	H	Similar to the above regarding skill gaps etc.
<p>19. Identify ways to capitalize on individual and team strengths and address weaknesses to achieve business goals. For example:</p> <ul style="list-style-type: none"> <li>Identify specific personal strengths and weaknesses in relation to own key leadership skills.</li> <li>Consistently use the right style of leadership with the right people, giving as much or as little detail and direction as the person needs, and allow them to work in the way that works best for them.</li> <li>Capitalize on strengths of individuals by allowing them to work with those who can learn from their skills.</li> </ul>	H	M-H	H	Currently don't do this at all; MW likes DISC as possible assessment method, need to discuss and determine.
<p>20. Effectively utilize concepts of emotional intelligence to improve one's own performance and that of employees, including managing emotional reactions and interactions well.</p>	M	M-H	H	Emotional intelligence skills also help with a number of other tasks.

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21. Effectively and appropriately deliver verbal warnings (with correct written documentation) and immediate suspensions as needed.	L	M	M	Currently not bad at this.
22. Deliver and document written warnings in accordance with HR policies and procedures.	M	M	M	
23. Terminate employees as necessary, showing good judgment and following HR policies and procedures.	L	M-H	M	Mostly pretty good, don't always terminate when need to.
24. Keep appropriate personal boundaries with staff. Coach managers and supervisors about making and keeping relationships appropriately professional in the workplace.	L	H	L-M	Currently most do this right.
25. Use the remote camera system to check that shop employees are performing their duties correctly and the shop is running smoothly when you are not there. Do not use it to run the shop from home, as a substitute for training, directing and motivating staff to do the needed work correctly and without constant supervision.	L	M	H	Currently they either don't use it at all, or they use it too much. Don't understand it's to manage not spy.
26. Consistently follow up on plans involving others to ensure quality, timely results. Keep others on track and role model good personal accountability to others.	L	M	M-H	Decent with hourly, not so good with mgrs. Not good at keeping others on track.
27. Effectively balance time on the floor with time spent on management and leadership activities.	H	H	H	Not good at time mgmt, planning etc to be good.
28. Make decisions using good common sense. Spend an appropriate amount of time to make decisions, and make them in a timely fashion. Think out the consequences and document as necessary. Check with Regional Manager or HR when appropriate to answer questions, rather than risking a bad decision when in doubt in important situations.	H	M-H	M	May be an RM issue, in giving right guidelines – decent at following them. Not getting help/support to risk errors here.

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29. Develop an employee appreciation program for the store, ensure it's used.	L	H	H	Include in structure for GMs, w/ low-cost ways.
30. Manage stress well, maintain a good work-life balance.	H	H	M-H	
31. Maximize sales and profitability in all areas of shop and people management.	H	H	M-H	Some is simple, like upsell, some more complex.
32. Properly oversee inventory, including accounting for discrepancies and stockroom organization.	M	H	M	Need some policy change here on procedures.
33. Monitor chocolate stock and plans well, order it correctly; set par levels and keep food costs in line for fountain items.	M-H	H	M-H	Better on par levels than chocolate stock.
34. Make sure all employees are paid properly for regular, overtime, and holiday hours.	M	H	M	
35. Make sure employees are scheduled efficiently, with needed staff to handle shop demands.	H	H	H	Need some guidelines and training here.
36. Handle all parts of new hire paperwork and process correctly.	M	H	M	
37. Effectively assess shop success in all areas, see roadblocks/issues and own abilities so problems are spotted and addressed effectively.	H	H	H	Not so good at the big picture and seeing their own abilities and shop realities well.