

# focus on the GM

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## A Voice of Distinction

The IAHI is an association of many voices and ideas. As part of Owner magazine's commitment to share knowledge, we are pleased to introduce a new feature column: A Voice of Distinction, written by General Managers, for General Managers.

This first column takes a look at the recent General Managers' Advisory Council Meeting. The GM Council was formed last year under the direction of Bob Dora, IAHI Committee Chairman, and regarded as 'the voice of operations' to the Association. GM Advisory Council member Marlin Keranen sums it up by saying,

"The GM Advisory Council serves as a voice in the IAHI for managers to address their internal concerns with external management, and to draw attention to operational changes that will ultimately strengthen the brands from the core of the business."

Bob called the meeting, "An overwhelming success and a great indication of how much our GMs have to share with one another. We are delighted with their willingness to come together and help each other grow."

The GM Advisory Council is comprised of a team of enthusiastic and committed GMs that are willing to share and learn from their combined years of knowledge, ideas, and experiences. In communicating this information and reaching out beyond IAHI's traditional membership to include General Managers, I am proud to present the first in a series of regular featured articles written exclusively for GMs.

As General Managers and leaders of our hotels, we must keep in mind that no organization can rise above the quality of its leadership. Real leaders transform organizations and the people in them. In

today's fast moving and competitive business environment, GMs that are true leaders, not just managers, possess the following characteristics:

- Strategic marketing thinkers
- People developers
- Operations excellence achievers

Enhancing and developing these characteristics is a primary focus for the GM Advisory Council. Because leadership is a position that must be earned day-to-day, it is important to remain focused on daily activities. The GM Advisory Council has

compiled a *General Manager's Daily Checklist*, using a similar list initially developed by the GMs of Dora Brothers Hospitality. The list is designed to assist GMs in daily operations, but it is not intended that every item be completed everyday. This tool is recommended as a guideline, so that important functions do not get lost in the daily scramble.

Remember that leadership is an art, not a science, and the difference between a genuinely effective leader and a short-term motivator can be found in the daily decisions they make consistently. Make the most of your business day!

### General Manager's Daily Checklist

#### FACE TIME

- Drive Property on arrival
- Walk Property
- Greet Employees AM & PM
- Check Staffing, Supplies, Sales, Maintenance Requests
- Greet Guests in Breakfast area/Lobby AM & PM
- Prospect for sales
- Check quantity and quality of food
- Sales and Service Calls
- Front Desk (AM shift) discuss sell-to rate
- Front Desk (PM shift) discuss sell-to rate and arrivals
- Revenue Meeting

#### REPORTS TO REVIEW

- Daily Report (send to executive team and/or management)
- Forecast vs. Actual Room Sales
- Schedule vs. Actual Sales...adjustments?
- Rate Variance Report
- Adjustment Log

- House Accounts
- Arrival/Departure Report; companies, groups, rates
- Hurdle Points, Sell-to rate for tonight
- Accounts Receivable
- Accounts Payable
- Aging Report
- Signature Scores and calls
- STAR Report (once per week)
- Labor/Time Cards; check labor vs. budget
- Guest Ledger
- Meeting/banquet schedule
- MOD Log review
- HI On-line review (Tuesday and Thursday)
- Daily Rooms Market Segmentation Report
- Process Work
- Check voice mail, email, respond to messages (Once in AM/Once in PM)
- Process invoices daily

- Inspect Rooms
- Weekly Forecast
- Weekly Schedules
- Review applications/resumes
- Review hotel training plans and schedules (monthly)
- Complete MQSA (monthly)

#### PROCESS WORK

- Check voice mail, email, respond to messages (Once in AM/Once in PM)
- Process invoices daily
- Inspect Rooms
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#### END OF DAY

- Plan and review tomorrow's day