

2. Short Profiles for Management

The following profiles provide a **clear and practical overview** of the key roles in a hospitality operation, offering the kind of information that makes building an organisational chart feel a lot less like solving a puzzle with missing pieces. Of course, these profiles may shift depending on the size and style of your establishment. A cosy bistro does not need the same lineup as a 500-seat resort restaurant, and that is perfectly fine.

Think of these profiles as your starting point, **the first sketch before the blueprint**. They help you shape the structure of the business you are planning to build.

Every position plays its part in keeping the F&B Department running smoothly. Together, the team ensures **top-quality products, excellent service, and happy guests**, all while maintaining profitability and adhering to company standards, systems, and procedures (yes, even the ones everyone pretends to have memorised).

Positions in Management

Hire, inspire, retire – management is the fine art of balancing numbers, people and the occasional bout of madness. Whether general manager, head chef, or restaurant director, those in charge need vision, nerves of steel, and the occasional espresso on drip. This chapter examines leadership roles in restaurants, with clarity, structure and **a smile that survives even a Monday**.



Pic 4|FnB Trio

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Note

It is also worth noting that these profiles are intentionally general and may differ from the standard not only because every business has its own structure, but also because not every operation fills every position. Local customs, country-specific practices, and legal requirements can significantly influence how responsibilities are assigned or which roles are even necessary.

Summary in Brief

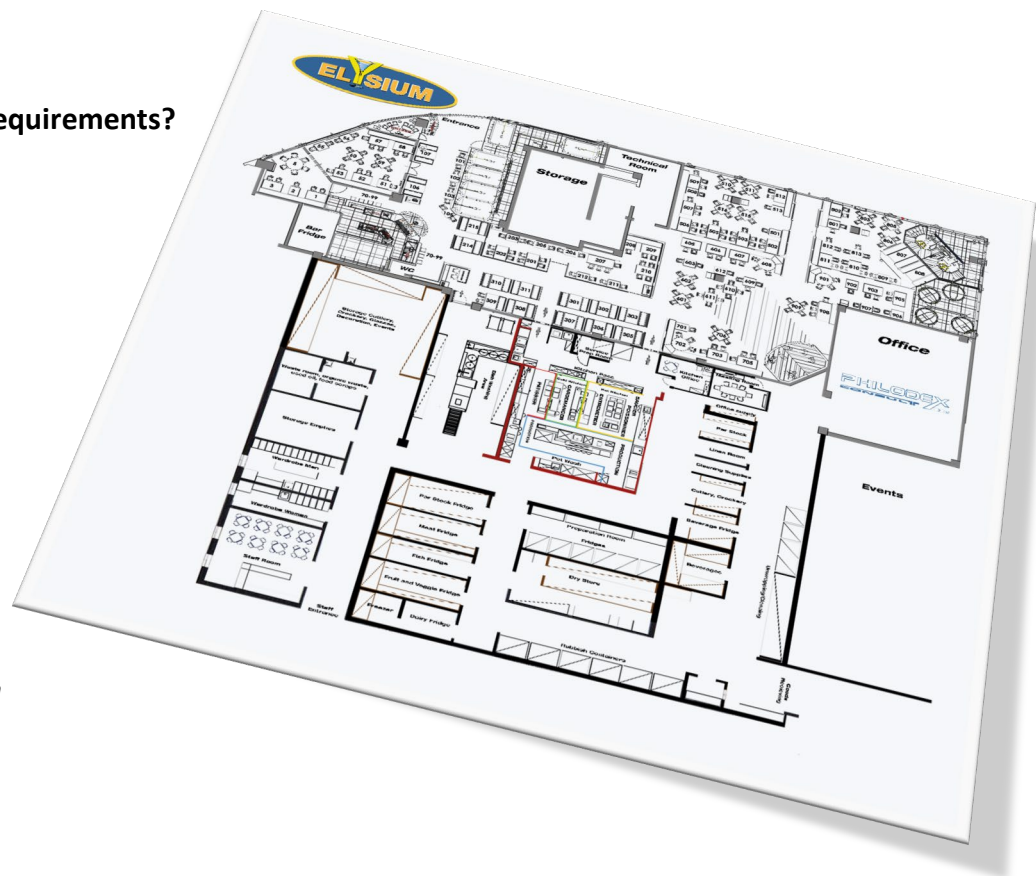
For an initial overview, this summary shows which positions are typically filled in the management of a hospitality business, and which responsibilities and tasks are associated with them. This way, everyone quickly knows who is responsible for what, long before any potential chaos even has a chance to appear.

Positions with Short Summaries

Restaurant Director, Restaurant GM	Manages the F&B operation, service processes, profitability, works with the kitchen, and is responsible for standards, culture, identity and the budget.
F&B Manager	Overall responsibility for Food & Beverage, strategy, budgeting, and quality standards.
Restaurant Manager	Operational leadership of the restaurant, staff management, and service quality.
Bar Manager, Chef de Bar	Bar leadership, inventory, cocktail development, team training and guest satisfaction.
Event Manager, MICE Manager	Manages and coordinates MICE planning, logistics, customer communication and execution, and controls internal and external partners and organisation.
Executive Head Chef	Responsible for all kitchens; defines the culinary direction, standards, and menu design; oversees quality; controls purchasing and costs.
Executive Sous Chef	Supports the head chef, monitors processes and quality, coordinates the chefs, oversees training, and acts as a deputy for efficiency.
Head Chef, Chef de Cuisine	Overall responsibility for the kitchen, menu development, quality standards, budgeting, and team leadership.
Sous Chef	Deputy to the Executive Chef, coordinates daily operations, ensures quality, supervises and trains staff.
Chef Tournand, Allround Chef	Supports the Sous Chef, oversees specific sections, and is a highly versatile and skilled member of the kitchen brigade who supports multiple stations as needed.

Management Positions in F&B

What are your
Management Requirements?



Pic 5 | Restaurant Plan

Which **management** roles does your restaurant require, and how many leaders should be assigned to each area? How will you structure your management team to ensure **effective planning, smooth organisation** and reliable day-to-day operations? Which administrative systems, such as POS, reservation platforms, inventory tools or scheduling software, will you implement, and how will you design the processes that support them?

In a full-size restaurant, the **management team** forms the backbone of the entire operation. Key positions typically include a Restaurant Manager, departmental supervisors for service, bar and kitchen, as well as shift leaders who coordinate teams and **uphold quality standards**. Additional responsibilities may cover administration, stock and logistics, office coordination and guest reception. Depending on the concept, specialised management roles may also be required, such as event coordination, entertainment management or product development.

A clear **leadership and organisational structure** is essential. Many restaurants operate without a defined management concept, resulting in uncoordinated workflows, unnecessary stress and a service experience that satisfies neither the team nor the guests. When leadership fails to **communicate clearly**, set priorities, or assign responsibilities, the effects are immediately visible in the ordering process, wait times, and the overall guest experience.

For a full-size restaurant, a **well-designed management and staffing plan is indispensable**. The following overview outlines the estimated requirements for leadership and key positions necessary to maintain a structured, efficient, and guest-focused operation.

3. Organisational Chart “OrgChart”

After the overview of the individual positions, we move on to the **OrgChart** (short for **organisational chart**). It shows at a glance how the roles within the operation are connected and where responsibilities are anchored. A good organisational chart provides orientation, prevents misunderstandings, and ensures that everyone knows who is responsible for what long before the first order is even taken.

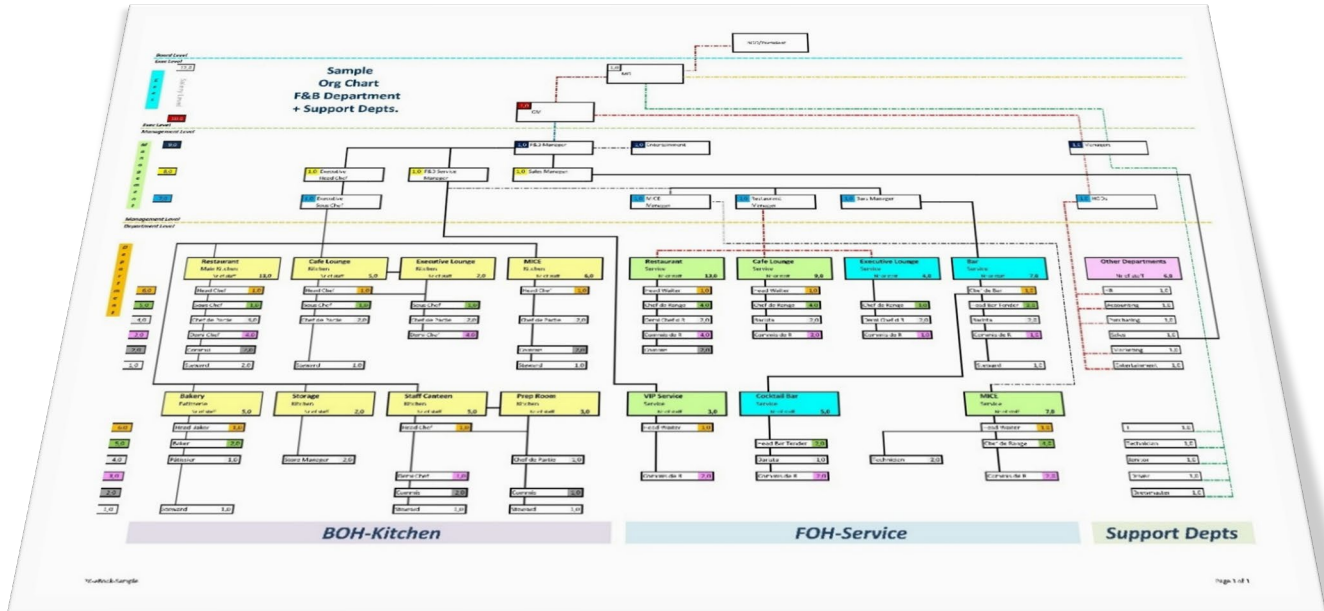
A good **OrgChart** is like a **map**. You can reach your destination without it, but you will take far more detours, and it offers many advantages.

Why an OrgChart Is So Valuable

- ✗ Clear roles prevent everyday chaos
- ✗ Better staffing decisions and realistic budgets
- ✗ Structure for workflows and communication
- ✗ Foundation for training, SOPs and quality standards
- ✗ Supports concept development - forces you to clarify your concept
- ✗ Facilitates discussions with investors, authorities and partners
- ✗ Early risk assessment
- ✗ Strengthens company culture from the start



Pic 7|Did you know



Pic 8|Organisational Chart

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When developing an **organisation chart** and defining job profiles, it is important to consider not only the **management, service, and kitchen structures**, but also the type of operation it relies on. A structure may look perfect on paper, but if it does not match the actual workflow, unnecessary bottlenecks and friction will arise in day-to-day operations. It is also worth considering the service systems, as otherwise the structure may fit, but the service flow will not.

As if that were not enough, your **salary structure** could also influence your organisational chart. A tried-and-tested system that is unfortunately increasingly being forgotten is the **tronc system**, which not only promotes team spirit but also significantly increases guest satisfaction.

Next to the remuneration model, the **gastronomical variation significantly influences** the design of your organisational chart.



Pic 9 | Hotel Sujet

Types of F&B Operations

The hospitality industry encompasses an impressive **variety of business types**, from classic restaurants and cafés to bars, pubs, and ice-cream parlours, as well as modern concepts such as ghost kitchens, pop-ups, and urban entertainment venues. In addition, there are **specialised formats** such as hotel restaurants, MICE catering, franchise systems, event catering, theatre and cinema food service, along with numerous **hybrid models**.

Each of these operation types brings its own **requirements in terms of organisation, management, staffing structure, service processes and kitchen logistics**. While a fine-dining restaurant relies on a clearly defined hierarchy and highly skilled professionals, a fast-food or self-service operation operates with a much flatter structure. Bars, nightclubs, and entertainment concepts, in turn, demand different competencies than those of a café, a pizzeria, or a non-profit operation.

When **developing an organisational chart**, defining departments or creating suitable job profiles, it is therefore essential to understand the **specific type of operation**. Only when the concept, target group and style are taken into account can a structure be created that **meets real operational needs** and ensures smooth workflows.

Restaurant Manager

The Restaurant Manager is the central figure who ensures that the restaurant operates smoothly, gracefully, and with a sense of purpose from the moment the doors open until the last guest leaves. This role carries full responsibility for the organisation and administration of designated F&B service areas, which may include lounges, the main restaurant, the café, the bar, and occasionally private dining or banqueting suites. The Restaurant Manager ensures that every space is clean, well-organised, and welcoming, and that guests receive service that feels both polished and genuinely warm.

Working closely with the F&B Manager, the Restaurant Manager oversees staffing, scheduling, and the ongoing training and coaching of the team. Setting service standards is a key part of the role, and the Restaurant Manager ensures that every team member understands and embodies these expectations. With the support of the Head Waiter, the Manager prepares duty rotas, holiday plans, and working hours to ensure all service areas run efficiently and harmoniously.

In daily operations, the Restaurant Manager leads a diverse team that may include hosts, waitstaff, bartenders, and kitchen-adjacent service roles. Strong knowledge of hospitality operations, guest relations, and team leadership is essential, as is the ability to remain calm and solution-focused when the unexpected inevitably occurs. The Restaurant Manager guides the team with confidence, encourages professional growth, and fosters a positive working environment where staff feel supported and motivated.

Beyond the operational rhythm, the Restaurant Manager contributes to enhancing the overall dining experience. This may involve refining service standards, supporting menu development, adjusting décor elements, or implementing new methods that elevate the guest journey. Cost control and budget awareness are also part of the role, ensuring that the restaurant operates smoothly, sustainably, and in line with financial expectations.

Eventually, the Restaurant Manager is both the conductor and caretaker of the restaurant's daily performance, ensuring that service flows effortlessly, the team works in harmony, and guests leave delighted.

Indispensable Requirements

- ★ **Experience in service leadership and guest relations** (*ideally in a supervisory or managerial role, managing stations, guiding guests, resolving issues*)
- ★ **Operational management experience** (*understanding of service operations, team management, and organisational processes, steering daily service*)
- ★ **Strong communication and professional presence** (*interpersonal skills for both guests and staff, clear, friendly and guest-focused*)

Essential Competencies

- ★ **Confident station and team leadership** (*ability and the skill to motivate and develop a diverse team, ensuring quality, supporting staff*)
- ★ **Structured and commercially aware thinking** (*efficient workflows, cost awareness, budget awareness, and attention to detail*)
- ★ **Calm, solution-oriented approach** (*excellence and problem-solving capability in fast-paced environments, maintaining control during busy periods*)

Executive Sous Chef

The Executive Sous Chef is the operational backbone of the kitchen, ensuring that every procedure runs smoothly, consistently, and in harmony with the culinary vision set by the Executive Head Chef. As second-in-command, the Executive Sous Chef oversees the day-to-day operations of all kitchen areas, maintaining the highest standards of food quality, presentation, and organisation. With a deep understanding of every station, they guide the team through each service with confidence, precision, and a calm, solutions-focused approach.

A vital member of the kitchen leadership team, the Executive Sous Chef supports the Executive Head Chef in all aspects of menu development, recipe creation, and kitchen administration. Whether refining a new dish, coordinating preparation for a busy day, or ensuring hygiene and safety regulations are rigorously upheld, the Executive Sous Chef plays a central role in maintaining excellence throughout the operation. Their ability to train, mentor, and motivate chefs at all levels ensures consistency in both technique and presentation, contributing directly to memorable guest experiences.

Beyond culinary execution, the Executive Sous Chef manages ordering, receiving, and inventory control, ensuring that ingredients and equipment are available, fresh, and used responsibly. They collaborate closely with departments such as Front of House, Purchasing, and Events to ensure seamless communication and smooth operational flow. In the absence of the Executive Head Chef, the Executive Sous Chef confidently steps into full leadership, safeguarding standards and continuity.

Highly organised and adaptable, the Executive Sous Chef thrives in fast-paced environments, balancing multiple priorities while maintaining composure and attention to detail. Their passion for food, creativity, and commitment to teamwork make them an essential driving force behind the kitchen's success.

Indispensable Requirements

- ★ **Extensive culinary knowledge across all kitchen stations** (techniques, preparation, organisation, hygiene, workflows)
- ★ **Proven leadership experience in a professional kitchen environment** (team supervision, service coordination, staff training, guiding and developing staff)
- ★ **Strong communication and interpersonal skills** (for chefs, service teams, suppliers, and internal partners, linking departments, ensuring flow)

Essential Competencies

- ★ **Team leadership and staff development** (training, motivating, and guiding chefs through demanding services)
- ★ **Operational and administrative excellence** (inventory control, ordering, compliance with health and safety standards, mise en place, workflow)
- ★ **Calm, structured problem-solving** (multitasking, prioritising, maintaining quality under pressure, stabilising the team, solving issues)