

MICHAEL LAMB

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EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA
Masters of Business Administration, 2003

Philadelphia, PA

DUKE UNIVERSITY
Bachelor of Arts in Psychology, 1992

Durham, NC

EXECUTIVE EXPERIENCE

CORNER TABLE RESTAURANTS
Executive Vice President, 2022 - present

New York, NY

Seniormost Operating Executive, partnering with the Founder/CEO. Responsible for growth strategy and daily operations of this \$100M restaurant company with over 1,000 employees and 7 high-volume locations: six locations of **The Smith** (4 in New York City, 1 in Chicago, and 1 in Washington DC) and a pizza and cocktails restaurant in Manhattan called **Parla**. 3 locations of the Smith are among the 100 busiest restaurants in America. Direct reports include VP of Operations, VP of Product Development/Executive Chef, and the Director of Human Resources.

Major responsibilities include:

- **Driving Profitability:** driving new approach to labor and cost management, yielding year-over-year gains on every restaurant P+L in the company of 3 to 5 full percentage point increases to EBITDA.
- **Strategic Planning:** launched strategic planning process to guide company's growth plan, elevate operating standards, and build a stronger culture of excellence across both the staff and Management corps.
- **Elevate Recruiting:** hired the organization's first Director of Recruiting to increase the quality of management and culinary candidates. Initiated CTR's first college recruiting function for Managers and Chefs at top hospitality programs including Cornell, Boston University, Temple, Penn State, and more.
- **Expand Training:** hired an experienced Director of Learning & Development, partnering with the team to upgrade (and at times reinvent) all Standard Operating Procedures, Staff and Management training programs and continuing education offerings, including introducing automated learning system software from Opus.
- **Culinary Systems:** introduced new technologies including the Ecolab Prep-n-Print system of digital labelers for all perishable products across the kitchen, bar and dining room, to increase accuracy and organization and reduce waste. Launched the SafetyCulture "iAuditor" digital checklist tool, adding a level of tracking and accountability to kitchen and bar station setups, chef-driven DOH walkthroughs, and opening Manager checklists.
- **Corporate Rebranding:** instigated a complete rebrand of Corner Table to increase its visibility as a holding company of multiple brands. Initial website ctrnyc.com was replaced with cornertable.com. Partnered with CTR design team and high-end branding firm Pentagram to create completely new corporate logo, wordmarks, and colors.
- **Design Improvements:** from smallwares to layout, active in pushing the level of design quality across all restaurants to hone aesthetic and improve the function of dining rooms.
- **Workflow Improvements:** pushed enterprise-wide implementation of Asana to manage major projects and departmental to-do's.
- **DEI Council:** Created CTR's first-ever DEI Council and drove interactive staff programming and donation drives for MLK Day, Black History Month, Women's History Month, Pride Month, and Hispanic Heritage.

HILLSTONE RESTAURANT GROUP, INC.
Vice President, 2005 - 2019
Director of Recruiting, 2004

New York, NY

One of nine Officers of this \$400 Million restaurant firm with 4,000 employees and 48 units, reporting directly to the CFO, COO, and CEO. As the Head of HR, I was deeply interlinked with restaurant operations, traveling nationally more than 100 days per year and coaching a group of 250+ Managers on the finer points of service, culinary arts, team-building and culture. Transformative work included elevating hiring standards, honing best-in-class operational training programs for Managers and Staff, and leading a team of HR Managers who recruited at 55 colleges, building one of the most highly respected management corps in the industry.

Executive responsible for the following HR, Operations, and Talent Development functions:

- **Human Resources Administration:** Supervised all Human Resources, from culture building and leadership development to benefits strategy and employee conflict investigations. Provided quarterly compensation recommendations for over 200 managers.
- **Recruiting:** Grew in-house management recruiting process that included visiting more than 50 college campuses and hiring between 75 and 100 Managers each year through a unique multi-stage evaluation process composed of video screens, multiple in person interviews, cognitive skills testing, and rigorous realistic job previews/stages. Personally interviewed every management candidate who reached the final round over 16 years.
- **Management Training:** Provided ongoing design and improvement for industry-leading 3-month rotational training program for Dining Room and Culinary Managers. Provided hands-on daily feedback for management trainees in the Northeast Region.
- **Restaurant Operations:** Rotated daily between restaurant locations interacting with guests, coaching staff, and weighing in on menu/recipe development, decor, and design.
- **Performance Planning:** Designed and launched a proprietary company wide performance evaluation system for both staff and management. Partnered with IT group to create a user interface accessible on Hillstone intranet and utilized by the entire firm to create and archive quarterly performance evaluations.
- **Leadership Development:** Designed, hosted, and supervised multiple Management Leadership Conferences: 3-day events held at CIA's Greystone campus in Napa Valley for newly-minted graduates of Hillstone's Management Training Program. Collaborated with internal department heads to design and implement classes in Financial Management, Project/Construction Management, Restaurant Design, Cooking Basics, Wine Knowledge. Led seminars in Leadership, Culture, Service Standards, and Strategic Interviewing.
- **Opening New Locations:** Working closely with the Vice President of Operations, supervised the launching of live operations of many Hillstone properties including Hillstone Denver, the White House Tavern in Aspen, East Hampton Grill, and R+D Kitchen Park Cities. Primary responsibilities were facilitating the hiring and training of staff, deployment of Managers, arranging senior trainers, and hands-on operational feedback during the opening phase.
- **Closing of Locations:** Lead Executive tasked with closing locations, including the delicate task of announcing closing to staff and management and handling all subsequent personnel challenges including separations, redeployment, and severance. Personally announced and managed the closings of the following Houston's locations: Kansas City, Nashville, Rockville MD, Long Island, Boston, Metairie LA, and 3 locations in Atlanta.
- **Strategic Deployment of Managers:** Primary strategist for composing Management teams in each restaurant with over 100 transfers per year, giving careful consideration to balance operational needs, attrition, and the developmental goals of each manager.
- **Relocation Program:** Managed \$3 Million Annual Budget including hundreds of annual relocations. Created position of in-house Relocation Coordinator to facilitate full-service paid moves for every transferred Manager.
- **Executive Education:** Led two trips to Hong Kong with senior executives, managing itinerary of cultural and restaurant visits, culinary adventures to the village Sai Kung, and hands-on training classes taught at the Chinese Culinary Institute in Hong Kong.

IMPEL ADVISORS, LLC.
Founder and CEO, 2020 - 2022

New York, NY

Founder of independent strategy consultancy serving emerging growth companies in the hospitality sector, specializing in Hospitality Operations, People Strategy, and Financial Analysis. In addition to executive-level advice in Growth Strategy, Concept Development and Organizational Design, IMPEL provided Service Training, Day-to-day Systems Development, Operational Auditing, Competitive Research, Recruiting Strategy, Interview Coaching, P+L Analysis, & Compensation Advice. IMPEL's most prominent client was Ralph Lauren, for whom strategic planning and Standard Operating Manuals were developed for both the Polo Bar and Ralph's Coffee concepts.

SONY ONLINE ENTERTAINMENT, INC.
Vice President, Operations, 2000-2001
Director, Ad Operations, 1999 - 2000
Manager, Ad Operations, 1998 - 1999

New York, NY

- After starting operations division from scratch in 1998, built the team into a full-service design, programming, market research and traffic group totaling 19 people, with a budget of over \$1 million.
- As co-head of division, grew from \$2 million/year to over \$15 million/year in revenues.

TEACHING EXPERIENCE

CORNELL UNIVERSITY, THE SCHOOL OF HOTEL ADMINISTRATION
Visiting Professor of Practice, Guest Lecturer 2005 - Present

Ithaca, NY

- Delivered dozens of guest lectures in various HR-related classes at both Undergraduate and Graduate level, including Dr. Alex Susskind's Introduction to Restaurant Operations and Restaurant Strategy, and Dr. Bruce Tracey's Human Resources classes.

OTHER EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA
Certificate in HR Analytics, 2021

Philadelphia, PA

CORNELL UNIVERSITY
Certificate in Diversity & Inclusion, 2020

Ithaca, NY

YALE UNIVERSITY
Special Student Non-degree Program, 1993

New Haven, CT

ADDITIONAL INFORMATION

- Proud husband and dedicated father with a son, daughter, and two dogs.
- Singer and Songwriter for several unsigned, forgotten, but not awful local bands.