

SM- Tactical leader, supports execution. Focuses on daily operations, coaching shift leads, and filling in for GM when absent.			
GM- Strategic leader, accountable for results. Owns financials, staffing, scheduling, payroll, and operational standards.			
Category	Store Manager (SM)	General Manager (GM)	Key Difference
Primary Purpose	Supports execution of day-to-day operations, especially when GM is not on-site.	Oversees overall performance and operations of the location, ensuring all goals are met.	GM is the ultimate owner of site performance; SM is the GM's right hand, focused on execution.
Leadership Scope	Acts as GM in their absence. Coaches Shift Leaders & Team Leaders. Participates in hiring process (minimum 2 interviews per week).	Leads entire team full-time, fosters a culture of empowerment, directly supervises team members.	GM has direct supervisory accountability; SM focuses on indirect supervision and development.
Hiring & Development	Assist in selection, development, and retention of team. Identifies and coaches emerging leaders.	Selects and retains team members; responsible for full development and leadership growth.	GM is the final decision-maker for hiring and retention.
Sales & Revenue Responsibility	Responsible for exceeding sales goals through team development and customer interactions; supports membership growth.	Responsible for achieving continuous financial success; drives KPIs and membership growth.	GM is ultimately accountable for financial performance; SM's role is to execute and support.
Scheduling	Assist GM in schedule creation and adjustments.	Creates and communicates schedule for each day/week.	GM owns scheduling; SM helps.
Payroll	Assist GM in reviewing and approving hours.	Performs payroll tasks including approving hours.	GM is primary owner; SM supports.
Maintenance & Site Standards	Assists GM in ensuring maintenance, cleanliness, and compliance with site standards. Troubleshoots equipment issues and partners with facilities/IT.	Responsible for ensuring all maintenance and site standards are completed. Troubleshoots and partners with facilities/IT.	GM has full accountability; SM executes tasks.
Customer & Employee Relations	Resolves concerns and fosters respectful workplace; delivers 5-star experience.	Same responsibilities, but with ultimate authority and accountability.	GM is the final escalation point.
Supervision	Functions semi-autonomously, in-directly supervises 8-12 employees.	Functions semi-autonomously, directly supervises 8-12 employees.	GM has direct management responsibility.
Decision-Making	Executes GM's direction, steps into GM role when GM unavailable.	Sets direction, makes final decisions on operations, hiring, and discipline.	GM is strategic decision-maker; SM is tactical executor.
Hours & Scheduling Expectations	40-45 hours/week. Adjusts schedule for coverage as needed.	45-50 hours/week. Adjusts schedule for coverage as needed.	GM expected to work more hours and be fully responsible for coverage.
Experience Requirement	1-3 years assistant management experience.	1-3 years management experience.	GM requires stronger leadership background.