



**Position:** Director of Operations, Group Residences

**Reports To:** Group Director of Residences

**Department:** Group Residences

**Location:** Corporate Office: New York City

---

## **MANDARIN ORIENTAL HOTEL GROUP**

[Mandarin Oriental Hotel Group](#) is the award-winning owner and operator of some of the most luxurious hotels, resorts and residences located in prime destinations around the world. Increasingly recognized for creating some of the world's most sought-after properties, the Group provides 21<sup>st</sup> century luxury with oriental charm. Above all, Mandarin Oriental is renowned for creating unique hotels through distinctive design and a strong sense of place, luxury hotels right for their time and place. The Group's Vision is *A World of Fans*, and our Mission is to *Delight and Inspire our Fans at Every Opportunity*.

## **THE RESIDENCES**

Mandarin Oriental has experienced exponential growth in the development of The Residences at Mandarin Oriental, in combination with hotels, to form complex mixed-use and stand-alone projects. Integral to the growth of the Mandarin Oriental footprint, Residences are a new paradigm, and as such require focused operational expertise. In addition to the goal of delivering superior experiences and services to Residence's owners, Mandarin Oriental is focused on the growth of the brand, including the management of the Residences to the very high standards our residents and guests have become accustomed and continually improving our relationship with Residence owners over the long term.

## **OUR GUIDING PRINCIPLES**

Our guiding principles underpin everything that we do daily, ensuring that we operate to the highest possible standards.

***Delighting our guests and residents:*** We are committed to exceeding guest expectations by surprising them with our ability to anticipate and fulfil their wishes.

***Delighting our colleagues:*** We value each colleague and provide a caring, motivating and rewarding environment, for all. We bring out the best in our people through effective training and personal development, enabling a fulfilling career with the Group.

***Becoming the best:*** We intend to be an innovative leader in the luxury hospitality industry. We will continually improve our service delivery, as well as the quality of our products and facilities, ensuring we appeal to a multi-generational audience.

***Working together:*** We emphasize the importance of teamwork and treat each other with mutual respect and trust. By working together cooperatively, we all contribute to the Group's success.

***Acting with responsibility:*** We maintain integrity, fairness, and honesty in all our internal and external relationships. We support initiatives that improve the environment and are responsible members of our communities.

## **STRATEGIC INTENT**

It is the mission and intent of this position that the incumbent will oversee all aspects of Residences Operations. The position will support the department's goals, initiatives and ongoing growth and expansion. The incumbent will be expected to be strategic, analytical, pro-active, team player, creative and results driven.

## **SCOPE OF POSITION / SUMMARY**

The Director of Residence Operations is responsible for providing support and operations expertise to Group Residences (department, existing operational Residences portfolio, and projects under development) during pre-opening and ongoing operations, supporting brand expansion and sustained revenue growth.

The role is key in ensuring all the Group's obligations relative to each Property Management Agreement and the projects Scheme and Governing Documents are obtained and achieved. Ongoing development and enhancement of the Residences operations responsibilities include fiduciary, risk, owner satisfaction, technology, Board and Association governance, and colleague development.

Additional responsibilities include but are not limited to developing budgets, forecasts, analysis, staffing, programming, services, policies, and standards for each brand defining project.

The Director of Residences Operations interfaces with project owners/developers, Homeowner Boards/Associations, MOHG corporate stakeholder departments (Brand, Operations, Marketing, Technical Services, IT&T, Finance, Legal, Operations, Residences Directors, etc.) and support teams, and industry experts.

## **ORGANIZATION STRUCTURE**

The Director of Residence Operations will report to Group Director of Residences, oversee property Residences Directors (or in some cases Residence Managers) in conjunction with Group Operations Area Vice Presidents or General Managers, will act as the primary Group Residence Operations liaison between developers/owners, Residence Board of Directors, Residence Directors and MOHG Corporate, and will oversee and be supported by the Residences Operations Manager.

## **DUTIES AND SUPPORTING RESPONSIBILITIES**

The Director of Residence Operations implements the overall Group Residence Operations strategy (as defined by the Group Director of Residences), as well as providing support to Group Residences, and is primarily responsible for providing support and expertise, but not limited to the following functions:

1. Operations: Oversee Portfolio operations and projects in Group Residences and Group Development (i.e. development, pre- and post-opening).
2. Department and Group Portfolio growth and expansion.
3. Financial Responsibilities: Group Residences departmental and operations budgetary and financial support.
4. Operations Programs and Initiatives.
5. Communication Liaison: Group Corporate and Operations, Developers, Boards, support teams.
6. Research and analysis.

### ***Operations***

- Oversee all aspects of Group Residences Operations, project and asset management in Portfolio properties and development pipeline (pre- and post-opening).
- Fulfil all corporate obligations as defined within the Residences property management agreement, while minimizing risk and exposure.

- Development, delivery and enhancement of all residence service and programs including Operations and Department standards, audits, compliance reviews, technology reviews (and implementation of solutions and rollouts), sustainability objectives, inter alia.
- Recruit, hire, train and provide career development for corporate employees and property Director (s) of Residences.
- Create and support property, owner and board communications and surveys.
- Preparation and delivery of internal corporate reporting and data analyses, ensuring timely submission to Group Corporate.
- Capital expenditure review and oversight (including project alterations, renovations, inter alia).

#### ***Department and Group Portfolio Growth and Expansion***

- Provide support to Group Director of Residences (and Residences Marketing) including the creation and execution of existing and new Group Residences initiatives.
- Provide oversight and support for new pipeline projects during pre- and post-development phase including participation in Group Development meetings and presentations, programming reviews, creation and recommendation of list of services and amenities and facilities, review and analysis of project agreements and documents (i.e. condo document review and drafting, etc.), creation and delivery of project critical path (with relevant Group updates) ensuring successful project launch and stabilization, etc.

#### ***Residences Financial Responsibilities***

- Prepare Department budget (and reforecasts) analysing and monitoring Departmental fee income and expenditures.
- Provide oversight and support to Residence Directors in creation of annual property budget (and reforecasts) and ongoing review of monthly income statements.
- Budgeting, forecasting, reporting, analysis Residence Operations liaison between developers, Residence Board of Directors and MOHG Corporate.

#### ***Operations Programs and Initiatives***

- Development, enhancement and ongoing maintenance of Residence Operations manuals, new development and partner collateral and presentation materials, systematic procedures, Group Communication platforms, technology programs for department and Portfolio properties, sustainability initiatives, owner programs (including Residences Elite, etc.), inter alia.

#### ***Communication Liaison***

- Participate in all regular and ad hoc operational meetings as required for existing Portfolio properties and new developments.
- Communications liaison between developers, homeowner associations, Residence Directors, and MOHG Corporate.

#### ***Research and Analysis***

- Analyze, review, implement and maintain Department, property and industry data including current trends (i.e. programming services, facilities, and amenities, etc.), competitive analyses (i.e. comp pricing, resales analyses, etc.), Residence owner spending trends and habits (internal and external), new source vendors (i.e. technology, accounting/finance, property management, sustainability, outsourced services, property communications, etc.).

### **SUCCESS PROFILE**

**Customer focus:** Is dedicated to meeting the expectations and requirements of internal and external customers; internationally savvy and understands the needs of first-hand customer information (or preferences) and uses it for improvements in products and services; acts with customers in mind;

establishes and maintains effective relationships with both internal and external customers and gains their trust and respect.

**Managing vision and purpose:** Communicates a compelling and inspired vision or sense of core purpose; talks beyond today; talks about possibilities; is optimistic; creates mileposts and symbols to rally support behind the vision and can inspire and motivate the team. Makes the MOHG mission and vision sharable by everyone and embodies our Guiding Principles.

**Business acumen:** Knows how businesses work; knowledgeable in current and possible future policies, practices, trends, technology, and information affecting his/her business and organization; knows the competition; is aware of how strategies and tactics work in the marketplace.

### **Process**

**Drive for results:** Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line oriented; steadfastly pushes self and others for results.

**Decision quality:** Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgment; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions. Looks beyond the obvious and does not stop at the first answers.

**Planning:** Accurately scopes out length and difficulty of tasks and projects; sets objectives and goals; breaks down work into the process steps; develops schedules and task/people assignments; anticipates and adjusts for problems and roadblocks; measures performance against goals; evaluates results.

**Priority setting:** Spends his/her time and the time of others on what's important; quickly focuses in on the important issues and puts the trivia aside; can quickly sense what will help or hinder accomplishing a goal; eliminates roadblocks; creates focus.

**Strategic agility:** Sees ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future oriented; can articulately paint credible pictures and visions of possibilities and likelihoods; can create competitive and breakthrough strategies and plans.

### **People**

**Motivating others:** Creates a climate in which people want to do their best; can motivate many kinds of direct reports and team or project members; can assess each person's hot button and use it to get the best out of him/her; pushes tasks and decisions down; empowers others; invites input from each person and shares ownership and visibility; makes each individual feel his/her work is important; is someone people like working for and with.

**Developing others:** Provides challenging and stretching tasks and assignments; holds frequent development discussions; is aware of each person's career goals; constructs compelling development plans and executes them; encourages people to accept developmental moves; will take on those who need help and further development; cooperates with the developmental and talent management system in the organization; is a people builder.

**Interpersonal savvy:** Relates well to all kinds of people, up, down, and sideways, inside and outside the organization; builds appropriate rapport; builds constructive and effective relationships; uses diplomacy and tact; can diffuse even high-tension situations comfortably.

**Directing others:** Is good at establishing clear directions; sets stretching goals; distributes the workload appropriately; lays out work in a well-planned and organised manner; maintains two-way dialogue with others on work and results; brings out the best in people; is a clear communicator.

**Sizing up people:** Is a good judge of talent; after reasonable exposure, can articulate the strengths and limitations of people inside or outside the organization; can accurately project what people are likely to do across a variety of situations.

### **Personal**

**Developing self:** Is personally committed to and actively works to continuously improve him/herself; understands that different situations and levels may call for different skills and approaches; works to deploy strengths; works on compensating for weakness and limits. Notices the need to change personal, interpersonal, and managerial behaviour and seeks feedback.

**Ethics and values:** Adhere to an appropriate (for the setting) and effective set of core values and beliefs during both good and bad times; acts in line with those values; rewards the right values and disapproves of others; practices what he/she preaches.

**Integrity and humility:** Is widely trusted; is seen as a direct, truthful individual; keeps confidences; admits mistakes and flaws. Can get things done quietly without unnecessary noise; is careful to make others comfortable; is authentic; helps others save face in difficult situations; maximizes the contribution of all; encourages the expression of viewpoints from all concerned; is modest and self-effacing; respects the views of others.

**Dealing with ambiguity:** Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; not upset when things are up in the air; does not have to finish things before moving on; can comfortably manage risk and uncertainty.

**Learning on the fly:** Learns quickly when facing new problems; a relentless and versatile learner; open to change; analyses both successes and failures for clues to improvement; experiments and will try anything to find solutions; enjoys the challenge of unfamiliar tasks; quickly grasps the essence and the underlying structure of anything.

**Managerial courage:** Doesn't hold back anything that needs to be said; provides current, direct, complete, and 'actionable' positive and corrective feedback to others; lets people know where they stand; faces up to people problems on any person or situation (not including direct reports) quickly and directly; is not afraid to take negative action when necessary.

## **REQUIREMENTS - EXPERIENCE, SKILLS, EDUCATION AND QUALIFICATIONS**

### ***Essential***

- B.A. or B.S. degree or equivalent educational experience (emphasis in Hospitality or Facilities Management, Engineering, Law and/or Finance and advanced degree a plus).
- Minimum of ten years of relevant senior management experience in luxury hospitality and/or residential communities during which the candidate has demonstrated success and advancement and implementation of organizational goals.
- Excellent communication skills in all aspects: verbal, written and non-verbal.
- Strong organizational skills and experienced in developing procedures and programs.
- Quality driven with a passion for excellence.
- Must possess excellent organisational, analytical, interpersonal and leadership skills.
- Approachable, openminded and fair. Team player.

- Flexible work hours to meet the demands of a global role.
- High energy.
- Expert proficiency in Microsoft Office (including Microsoft Word, Excel, PowerPoint, Outlook, inter alia).
- Extensive travel required.

***Desirable***

- Additional relevant technology proficiency (i.e. BuildingLink, GoConcierge, ADP Timesaver, inter alia).
- Residences Association Management certifications.
- Additional languages would be beneficial.
- Global focus and international experience preferred.

**Mandarin Oriental reserves the right to add, delete, change, or modify the job, duties and responsibilities described in this Job Description, at the company's discretion, at any time, with appropriate notice.**

I have read and understand this job description for Mandarin Oriental, Group Residences.

Colleague Name:

---

Date:

Signature:

---



---