



DIRECTOR OF OPERATIONS

Location: Newport, KY

Status: Full-Time, In-Person (all Emboss roles are in-person except Executive Assistant)

Reports to: CEO (Emma Adkisson)

About Emboss

Emboss is a boutique architecture firm in Newport, KY committed to creating spaces where people, community, and the planet thrive. With 60+ active projects across K-12 schools, hotels, apartments, distilleries, workplaces, and nonprofits, we deliver thoughtful, high-impact design with the agility of a small studio and the standards of a national practice.

Job Summary

We are hiring a Director of Operations to build, refine, and run the internal systems that power a high-performing architecture firm. This role is deeply focused on people, process, communication, and accountability — ensuring the team works smoothly and predictably across 60+ projects.

To thrive in this role, you must be **AI-fluent**: comfortable using AI tools daily to streamline work, draft SOPs, support decision-making, and operate our AI-enabled dashboards. You will partner with a fractional AI systems specialist for technical builds; your focus is **running and improving the systems**, not architecting them from scratch.

This is a **people + process + systems** role — the operational engine of Emboss.

Who You Are

You are the rare leader who is both strategic and operational. You love clarity, systems, and accountability — and you can command a room without raising your voice. You are:

- **Highly organized** with strong follow-through
- **Calm**, unflappable, and excellent at managing many moving parts
- **Detail-obsessed** but not rigid
- **Direct, confident, and assertive**, but warm and collaborative
- **Process-driven** — you love taking messy systems and bringing order
- Someone who **thrives in fast-paced, high-performance environments**
- A natural **problem-solver** who anticipates issues before they happen
- A person who supports the CEO by taking work *off* their plate, not adding to it
- Someone who truly enjoys leading through clarity, structure, and logic

If people often tell you that you “get more done than anyone they’ve ever seen” — you might be perfect.

Key Responsibilities

People & Leadership

- Serve as strong **in-person leadership** and steady day-to-day oversight for the studio
- Manage workloads, workflows, expectations, and internal coordination
- Partner closely with CEO and senior staff on team alignment and accountability
- Lead the **first round of interviews** for all candidates and maintain a steady hiring pipeline
- Support onboarding, training, and culture maintenance





Operations & Systems

- Keep all our operational systems running smoothly each day
- Maintain and improve SOPs, workflows, standards, templates, and checklists
- Integrate AI and automation tools to improve efficiency and consistency
- Ensure information flows clearly across the studio and nothing slips through the cracks
- Run **weekly operations meetings** with clear agendas, follow-ups, and accountability

Scheduling, Staffing & Delivery

- Own firmwide scheduling
- Maintain our weekly **60-day staffing map**
- Track project milestones and internal deadlines
- Support project teams in staying aligned, equipped, and on schedule
- Attend early client onboarding meetings and translate priorities into internal actions

Proposals, Contracts & Scoping

- Draft proposals, scopes of work, contracts, and project timelines
- Coordinate with CEO and project leads on pricing, deliverables, and expectations
- Ensure all project setup details (forms, files, workflows, consultant coordination) are complete and consistent

Billing, Revenue & Forecasting

- Oversee the monthly billing cycle and keep it moving on schedule
- Maintain a **monthly estimated income forecast**
- Track invoicing progress, AR status, and identify variances early
- Monitor utilization and staffing targets
- Assist CEO with high-level financial strategy through clear reporting (not CFO-level responsibility)

Studio Operations

- Maintain a smooth, organized, well-run in-person studio environment
- Oversee compliance, insurance, forms, licensing, renewals, and operational logistics
- Implement tools and processes that reduce friction and improve overall firm performance

Not Responsible For

- Drawing production | QA/QC of architectural documents | Design leadership

Compensation & Benefits

- **Highly Competitive Base Salary: +/- \$150,000**
- Health insurance, HSA, PTO, paid holidays, and paid parental leave
- 401(k) with company match + profit sharing
- Leadership growth and career development opportunities
- A collaborative, mission-driven culture with a supportive team
- A leadership seat where your impact is visible daily

How to Apply

1. Complete our Culture Index survey: <https://surveys.cultureindex.com/s/kLFZgUEdJm/112873>
2. Send your resume, cover letter, and portfolio to Emma@EmbossDesign.com

ONE-PAGE SCORECARD — Director of Operations

embossdesign.com
(859) 431-8612

906 Monmouth Street
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Mission of the Role

Build a high-efficiency operational engine that streamlines workflows, supports the CEO, optimizes team performance, and keeps Emboss running smoothly, calmly, and profitably.

Key Outcomes (What Success Looks Like)

1. Systems & Process Execution

- All major firm processes documented within 90 days.
- SOPs implemented, followed, and updated quarterly.
- A reliable operations cadence that the whole team follows (meetings, timelines, deliverables).
- New hires ramp with clarity because systems are clear and documented.

2. Hiring Pipeline

- At least **1–2 initial interviews/month** for Project Architects
- All roles hired on time, with smooth onboarding and documented expectations.

3. Project Start-Up & Contracting

- 100% of new projects scoped accurately and contracted within expected timeframes.
- Manage client expectations from Day 1 with standard timelines.
- No missing paperwork or insurance docs.

4. Operational Clarity

- Leadership has a fully accurate **60-day workload map** every Thursday.
- Project schedules, deadlines, and milestones are always up to date.
- CEO always knows “who is working on what” and “who has capacity.”

5. Business Data & Income Tracking

- Estimated monthly income report delivered by the 5th of each month.
- Tracking is accurate, organized, and helps leadership anticipate financial flow.
- No surprises around workload or revenue timing.

6. Team Accountability

- Team consistently follows deadlines, operational expectations, and communication norms.
- Problems are identified early, escalated appropriately, and resolved quickly.

7. CEO Time Protection

- CEO workload decreases noticeably within 90 days.
 - CEO is able to focus on design direction, strategy, and high-level leadership — not operations.
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Key Behavioral Traits

- High follow-through
 - Calm under pressure
 - Assertive, clear communicator
 - Highly organized
 - Fast but accurate
 - Proactive problem-solver
 - Zero-drama leadership. **You have GRAVITAS (but not the ass-hole kind)** and can firmly lead people both older and younger than you.
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Leading Indicators (Weekly)

- Hiring pipeline active
- 60-day staffing map updated
- All operational meetings run on time
- Project schedules updated
- Contracting tasks completed

Lagging Indicators (Monthly/Quarterly)

- Fewer operational errors
- Faster project start-ups
- On-time deadlines firm-wide
- Improved workload balance
- Reduced CEO operational involvement
- Predictable monthly income flow

