

**GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE (GM/COO):
WAIALAE COUNTRY CLUB
HONOLULU, HI**

ABOUT WAIALAE COUNTRY CLUB

A special and historic Club, Waialae is best described as the epitome of the “Ohana Spirit;” it’s about its people! The members and staff of Waialae enjoy a special relationship of professional, respectful ‘family,’ a style that must be representative and embodied in the new GM/COO, who will be the “master orchestrator” of the Club.

The Royal Hawaiian Hotel and Waialae Golf Course were built by the Territorial Hotel Co. as part of a promotional program to develop luxury travel trade to Hawaii. The Golf Course was opened for play on February 1, 1927. Seth Raynor, world famous golf architect, and his associate, Mr. Charles Banks, designed and supervised the building of Waialae. Their outstanding work is reflected on many of the holes:

- The par three 13th is designed from one on the Biarritz Course in France.
- Waialae's 8th hole is patterned after the famous Redan hole on the North Berwick Course in Scotland.
- The unique 16th hole is similar to the 6th hole of the National Course at Southampton, Long Island.
- The 10th Hole introduces features of the 17th or Road hole at St. Andrews in Scotland.

In 1930, a group of these Waialae players formed a private club within the Waialae Golf Club which they called Waialae Country Club. Waialae Country Club dates from September 29, 1930 when this group was formally organized and By-Laws were adopted. It enlarged a small service building close to the main clubhouse, installed showers, and had its own clubhouse where the swimming pool is now.

In August of 1941, fire destroyed the Waialae Pavilion which was used by Waialae Golf Club for dining and dancing, and it was decided to the buildings over to Waialae Country Club. Before this plan was consummated, the United States had entered World War II, the military had requisitioned the Royal Hawaiian Hotel, and numerous military defenses had been installed along Oahu's coastline including the golf course at Waialae. Waialae Country Club was incorporated on September 30, 1942 and became lessee of the golf course acreage and a small section of land owned by Matson Navigation Corp. on which the The Pavilion had been located. The military built a replacement for the Pavilion because of the heavy use of the course by military personnel during the war.

The old Waialae Country Club clubhouse was destroyed by fire in 1952, but through the ingenious conversion of the military structure into kitchen and dining facilities, and the building of new locker rooms, Waialae was again in full operation within twenty-four months after the fire. Tennis courts, swimming pool and added parking units were completed in 1958 and Waialae became a Country Club in fact, as well as, name. No major physical changes were made in the golf course layout until 1954 when the 15th hole was lengthened from 320 yards to 435 yards. Along with the golf course work in the 1960's, a new Pro Shop and a new golf cart storage building were built on the mauka side of Kahala Avenue.

Hawaiian Opens (under various sponsorships) have been held at Waialae since 1928., The First PGA Tour Hawaiian Open Golf Tournament was held in the fall of 1965, and since 1999 SONY Corporation has sponsored the annual SONY OPEN at Waialae. On the PGA Tour, only two golf courses in the country have hosted longer consecutive PGA tournament runs than Waialae. Extensive work continued on the golf course between 1965 and 1970, with the conversion of all greens from bent grass to tifdwarf, and the installation of an automatic sprinkler system throughout the golf course.

Construction work on a new clubhouse commenced in the summer of 1971, and the new clubhouse was opened on September 1, 1972. Subsequently, the main Clubhouse was renovated in 1980, and in 1981 renovations were completed

at the Golf Pro Shop. On December 19, 1983, a fire completely destroyed the cart shed/club storage building located next to the Golf Pro Shop. Fortunately, the Golf Pro Shop itself sustained only minor damage. A modern and spacious cart shed/club storage building was constructed during 1984 with many fire-safety features.

Certainly, other improvements have continued over the years, but in 2014, the Hale Ohana Ola ' House of Family & Fitness' a multi-functional fitness annex opened for Waialae members and their guests. The 5,179 sq. ft. facility features an exercise room, a fitness room featuring Life Fitness exercise machines, two multi-functional rooms for meetings and social gatherings, lockers and shower facilities. Additionally, a new 'Oceans' outdoor, casual dining was introduced with local entertainment.

Additionally, capital reinvestment is planned for the coming years to accommodate continued desires of the Club's membership for innovative, contemporary dining and service delivery and administrative office improvements.

WAIALAE BY THE NUMBERS

The Board of Directors at WCC is generally composed of twelve (currently thirteen) members each serving three year staggered terms, and there are several standing committees that are part of an active leadership group at the Club. The average age of the membership is 62 years, with an influx of new members in the past couple of years being predominately younger with children.

Waialae has an operating budget of nearly \$18.0M, of which nearly \$6.0M is derived from F & B operations. The Club has nearly 1,000 members in all membership categories and enjoys a healthy waiting list for full golf membership. With a spectacular location, the Club enjoys active member usage of all of its amenities, including the playing of over 54,000 rounds on average.

The GM/COO has five direct reports and works closely with the President, Board of Directors, various committees and the Executive Committee. The leadership team is comprised mostly of long time, well regarded staff members, however the long-tenured Clubhouse Manager just retired (replaced by another long-time staff member) and the tenured Finance Director will be retiring at the end of the year.

With an active year, round operating schedule, the Club employs approximately 150 FTE employees and is organized as a 501(c)(7), not for profit entity, outsourcing golf shop merchandise concessions to protect its status.

Waialae is considered *the* club in Hawaii and the new General Manager/Chief Operating Officer is expected to be a refined professional with modern and relevant skills, competencies and the ability to provide long term leadership to ensure that Waialae maintains its pre-eminent stature. This is an outstanding opportunity in an environment that compels quality and with a Club Board that is fully committed to support a leader who exemplifies the leadership qualities of today's top club professionals.

Mission

Waialae Country Club is a first class, premier non-profit private country club that provides for its members, their families and guests a championship golf course, health and recreational facilities and activities, entertainment and educational programs and an atmosphere conducive for fellowship and enjoyment.

Vision

Waialae Country Club is a first class, premier club of choice, with sustained membership demand and universal member satisfaction.

Values

Waialae Country Club embraces teamwork, continuous improvement, hospitality, professionalism, accountability, integrity and fiscal prudence to create a culture of excellence to deliver on its mission and vision. The core mission of Waialae Country Club is a high member satisfaction based on prudent cost-benefit value of all membership levels, quality facilities and programs that are generated with the membership in mind. The guiding and non-negotiable principles essential to living out our vision and mission are:

- *Create a strong sense of community.*
- *Build and maintain first-class facilities.*
- *Promote and demonstrate respect in all relationships.*
- *Facilitate frequent and meaningful communications.*
- *Encourage and recognize member participation.*
- *Make sound and sustainable business decisions.*

WAIALAE COUNTRY CLUB WEB SITE: www.waialaecc.org

GENERAL MANAGER/CHIEF OPERATING OFFICER (GM/COO) POSITION OVERVIEW

The General Manager/Chief Operating Officer at Waialae is, in essence, the COO of the Club and reports to the President of the Board of Directors and has clear ownership for all day-to-day operations of Waialae Country Club (WCC). S/he is responsible for defining and recommending the strategies and tactics necessary to annually achieve the Club's goals, which are established by the Board of Directors. Specific emphasis on consistently enhancing the membership experience for the Members and their guests is of primary importance. S/he is responsible to manage all of the key assets (physical and staff) including golf, tennis, fitness, food and beverage, family events and activities, and ensure they are consistently regarded as "meeting or exceeding the memberships' expectations" in service execution and delivery.

Of utmost importance to the long-term success of the Club, the GM/COO must have demonstrated the ability to proactively drive innovation, quality service and execution enhancements, and the overall strategic initiatives of the Club, working as a highly collaborative "partner" with the Board and Committees. As part of doing so, the Board's expectation is that the new GM/COO "takes charge and responsibility" for all operational matters, recognizing the appropriateness of keeping the Board informed on key issues, but also recognizing the clear desire for strong and thoughtful "partner" versus "caretaker" leadership. "Establishing a foundation of trust and confidence" is a key initial leadership expectation of the new GM/COO, as is the "ability to adjust and adapt to changing dynamics of volunteer leadership."

The GM/COO is expected to provide contemplated guidance to the Board, Committees, Members and Staff. S/he oversees the "setting of standards" and consistent execution of operational benchmarks, programs, events and activities at the Club and recognizes the need to lead in anticipating the majority of members' interests, while, at the same time, balancing the Club's business and financial objectives. Another of the GM/COO's principle objectives is the successful administration of the business of WCC, ensuring that key objectives for continued long term success are identified, communicated, and executed. Meeting annual tactical and strategic goals and expectations while, at the same time, keeping a high level of member satisfaction levels is critical to the GM/COO's success. S/he will be leading all aspects of the organization and will need the courage to make necessary and sometimes bold decisions in the best interest of the Club, even if it means pushing the Board for actionable decisions. Food and beverage operations, like at most clubs, are of critical importance to membership satisfaction, and will continue to be a primary focus of the new GM/COO.

The GM/COO must "not just occupy their position," but will be expected to be the clear face of WCC, which enjoys a membership that expects reasonable and appropriate interaction with its top executive. Waialae's reputation must be maintained through consistent focus on priorities, clearly defined goals and objectives that have been mutually established and reviewed in conjunction with the Board of Directors. Developing and mentoring an effective and dedicated team of department heads and associates, ensuring consistent operating standards and execution, and overall leadership within the organization is of paramount importance to achieving these goals. The GM/COO is the ultimate "team leader" and is expected to represent himself/herself in a consistently respectful and appropriate manner to all key constituencies with whom he/she interacts.

Ultimately, the GM/COO at Waialae Country Club is responsible for results. The Club is desirous of having the right "fit" and the most effective and results-oriented inspirational leader who sincerely understands and appreciates the culture of the Club, is committed to the Club and its mission, and is intuitively engaged and sincerely involved and approachable to members, guests and staff.

INITIAL PRIORITIES OF THE GENERAL MANAGER/CHIEF OPERATING OFFICER

With the expectation that the new GM/COO will commence his/her role during the summer, several key and necessary priorities have been identified as needing initial priority:

- Ensure that a high quality, innovative and creative food and beverage operation, the most significant amenity for a majority of Club Members, is functioning and executing at high member satisfaction levels.
- Assess the skills and business acumen of the key management team, and continue to build and empower a high performing team that has clarity in expectations and actionable objectives, and who are held accountable to achieve them. Defining and executing a strategy to support this overall experience is critical. Supporting and “listening” to the Team is an especially important skill set, as is the ability to provide clear and measurable goals that they are part of creating.
- Connect with members by being highly visible and interactive in the popular locations during high traffic times to gather information and feedback and to build relationships, confidence and trust.
- Engage with all levels of staff to understand the Club’s history, the team’s tenure and involvement, review processes and procedures, and recognize the need to “understand before changing”, but not settling in areas or operations that, after review and consideration, can be improved.
- Immediately act as a true “courageous thought partner” with the Board and Committees to provide intellectual dialoguing as well as highly proactive and innovative responses to the ultimate goal of achieving the brand “vision” of Waialae.
- Immediately build effective Board, Committee and Management Team ‘partnership’ relations through responsiveness, transparency, and trust; inspiring decision-making with thoughtful, well-conveyed recommendations. Take a proactive approach in the Boardroom by working closely with the Club President to develop meeting agendas, offering thoughtful reports and updates, and having “candid and crucial conversations” necessary to ensure transparency of efforts and to build consensus direction where needed.

CANDIDATE QUALIFICATIONS

- A minimum of 7 years of General Management experience, in a similar private, member-owned premier club is preferred, but the Club is also willing to consider well mentored, verifiably high-achieving AGMs who meet the criterion as well.
- Someone who embodies the “Ohana Spirit” noted above; this is an especially important component to success not only at Waialae, but understanding the culture and spirit of Hawaii.
- A verifiable record of working closely and successfully with member owned club Boards and active Committees, and for being regarded as a true “thought partner” leader in those situations.
- Strong knowledge of quality food and beverage programming, highly regarded golf operations and exceptional member/guest service programming are needed. Strategic planning, renovations and significant capital project management is also desirable.
- Proven ability to build develop and sustain a high performing team. Mentor and train key management positions, and build overall employee satisfaction.
- Proven ability to consistently define and achieve goals and objectives and most importantly providing consistent, high quality services along with a record of verifiable fiscal discipline. The food and beverage portion of the WCC member experience, especially after significant renovation and expansion of the dining areas around the clubhouse, is of critical importance. Having a verifiable record of success in this area of the operation is particularly important and must be a strong part of one’s skill sets.
- Awareness of critical benchmarking and financial metrics that lead to proactive response to trending curves and can provide examples of metric-oriented thinking and programming.
- Knowledgeable in “best practices” in top-performing and high member satisfaction clubs around the country.
- Outstanding communication skills, both verbally and in writing, along with outstanding personal presence, commensurate with a premier club like Waialae.
- Knowledge and understanding of relevant human resource standards, requirements and modern evaluation and accountability principles.

- A verifiable and intuitive propensity to be highly detail focused, leading to the development and adherence to a strong and consistent set of standards of operations, which are clearly articulated and understood. Being highly organized with exceptional “follow up” skills is an absolute necessity.
- A true and sincere enjoyment of his/her role, and a similar delight in wanting to be part of an exceptional Club with caring members and staff.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

Preferably, college graduate with a Bachelor’s Degree in Business Administration or Hospitality Management is a plus; a Certified Club Manager (CCM), designation is desirable, or similar professional development achievements showing a strong commitment to on-going professional development.

SALARY & BENEFITS

Waialae Country Club will offer a highly competitive compensation and incentive plan for a General Manager/Chief Operating Officer at a club of the stature of Waialae, along with a competitive benefits package.

INSTRUCTIONS ON HOW TO APPLY

Please upload your resume and cover letter (in that order) using the link below. You should have your documents fully prepared to be attached when prompted for them during the online application process.

IMPORTANT: Please note the importance of providing a thoughtful letter of interest and alignment for the position per the above outlined position profile --- why you, why Waialae, why Honolulu and Hawaii, etc. Your letter should be addressed to the Waialae Country Club Search Committee and provided to us as noted below.

Save your resume and letter in the following manner:

“Last Name, First Name Resume” &

“Last Name, First Name Cover Letter”

(These documents should be in Word or PDF format)

Note: Once you complete the application process for this search, you are not able to go back in and add additional documents.

For directions on how to upload your resume and cover letter [visit this page](#).

If you have any questions please email Nan Fisher: nan@kkandw.com

[Click here](#) to upload your resume and cover letter.

Lead Search Executive:

Kurt D. Kuebler, Partner

kurt@kkandw.com

561-747-5213

KOPPLIN KUEBLER & WALLACE

www.kkandw.com