

GENERAL MANAGER/COO PROFILE: SOUTHWARD HO COUNTRY CLUB BAY SHORE, NY

THE GENERAL MANAGER/COO OPPORTUNITY AT SOUTHWARD HO COUNTRY CLUB

EXECUTIVE SUMMARY

- Historic Country Club situated in the heart of Long Island's South Shore.
- 18 hole championship golf course designed by renowned golf course architect A.W. Tillinghast.
- Strong financial condition with no debt.
- Engaged and dedicated staff.
- Seeking a General Manager who embodies and demonstrates a management/leadership style that promotes a workplace culture with an emphasis on team development, driving organizational consistency, process and procedure development, financial management balanced with maintaining the highest levels of club service and familial/cordial nature of the membership to achieve member satisfaction.

KEY ATTRIBUTES AND AREAS OF FOCUS

The successful General Manager will demonstrate:

- A natural leadership style that promotes staff and membership engagement.
- Show patience, observe, listen, ask questions and learn about the culture and heritage of Southward Ho Country Club and community.
- Ability to act as a thought partner with the board and committees.
- Superior communication skills, exuding energy and creativity.
- Disciplined follow up to complete team goals and objectives.
- Attentiveness to member services and satisfaction while also helping to attract new members.
- Strong understanding of superb dining and other food and beverage experiences for the club members and guests.
- Capital project and renovation oversight experience.
- Effective financial management skills through development and oversight of the annual operating budget.
- Continual visibility to members and staff as the face of the club.
- Understands the importance of and is able to leverage web, social media tools to communicate with the staff and membership.
- Strong leadership and strategic planning experience.
- Cultural development through good hiring, training, communication, and developing a strong team work ethic.
- Ability to build a strong board and committee relationship, working to create a strong bond and communication exchange of diplomatic openness.

SOUTHWARD HO COUNTRY CLUB & COMMUNITY

Southward Ho Country Club is a private country club located in Bay Shore, New York. Situated 43 miles east of New York City, Greater Bay Shore's central location on Long Island's South Shore affords its residents both proximity to the city and the tranquility of a waterside community. In addition to waterfront amenities, the Bay Shore community has an abundance of recreational, educational, and social offerings, including a highly acclaimed school system. Established in 1708, Greater Bay Shore has a unique 300 year old heritage that has evolved into a culturally diverse community united in spirit, purpose and values. Greater Bay Shore is home to more than 30,000 residents, many of whom can trace their community roots back to past generations. Bay Shore is a friendly place where people take pride in their families, their homes, their neighbors, and their quality of life.

Southward Ho Country Club features an 18 hole, par 71 championship golf course designed by world renowned architect A.W. Tillinghast. Each year since 1951, the “Havemeyer Invitational,” a tournament in honor of one of the Club’s benefactors, has attracted top metropolitan region amateur golfers to compete at Southward Ho in the three day event. Currently the tournament is held annually in May.

Since opening in 1923, Southward Ho has grown to include 12 tennis courts (both clay and hard) with a full service tennis shop, three platform tennis courts, a full service Golf Shop, and a swimming pool facility. There are many fun and interactive activities for children at Southward Ho, including instructional programs in golf, tennis, and swimming, and a summer Day Camp.

The Clubhouse, which is opened 11 months of the year, has numerous dining areas, including a banquet facility that can accommodate up to 300 people. Chef Michael and his culinary team create amazing meals for the new restaurant. Southward Ho Country Club offers full service dining options in the casual dining space for lunch from Tuesday thru Sunday, for casual dining dinner Wednesday thru Sunday, and Formal Dining (jacket required) on Friday and Saturday nights for their nearly 700 members and their guests. Members and guests observe the Club’s dress code rules (no denim permitted anywhere in the Club).

The Club is in the process of updating a ten year capital plan. Recent capital projects include: updating of all HVAC throughout property, new roofing throughout property, a new parking field, the addition of a casual dining area, a kitchen expansion, new ladies locker room, renovation of the pool, pool patio, and the addition of a splash park. Future renovation/expansion plans may include: new irrigation (~6 years out), additional platform tennis court, kitchen second line addition, pool house renovation, and ballroom renovation.

After 93 years in existence, Southward Ho continues to this day to be a treasured place of recreation for its active members and families.

SOUTHWARD HO COUNTRY CLUB BY THE NUMBERS:

- 652 members
- \$31,000 Initiation fee
- \$8,730 Annual dues
- \$8.9M Gross volume
- \$3.45M Annual dues volume
- \$2M F&B volume
- \$3.15M Gross payroll
- 175 Employees in-season; 30 off-season
- 21 Board members
- Early 50s - Average age of members

SOUTHWARD HO COUNTRY CLUB WEB SITE: www.shcc1923.com

GENERAL MANAGER/CHIEF OPERATING OFFICER JOB DESCRIPTION

The General Manager/Chief Operating Officer (GM/COO) is responsible for supporting the mission and vision of Southward Ho Country Club. This executive has operational management authority over the daily operations of the club, as well as establishing short and long term organizational goals, objectives, plans, and policies subject to approval of the Board of Directors (Board) of Southward Ho Country Club. The General Manager represents and serves the membership of Southward Ho Country Club.

He/she is responsible for the financial and operational stability of the club and other external activities. Duties include direction setting, management of staff, and all workforce issues as directed by the Board of Southward Ho Country Club, including the focus on maintaining quality facilities, safety, services, and programs throughout all social and recreational offerings.

The GM/COO reports directly to the Club President and is responsible for carrying out the Board's policies and vision. The Board is comprised of 9 officers: President, Vice President(s), Treasurer(s) and Secretary, with a grand total of 21 Governors.

The GM/COO directs a staff of 175 team members in all departments during in-season, and 30 staff off-season. The GM/COO has all club department heads reporting to him/her, and will assume or delegate these duties and responsibilities if the department head is absent or disabled. The GM/COO helps the Board arrive at a consensus about important matters by providing pertinent information and interacts with the Board to investigate more efficient operating procedures and new club activities. He/she will also complete all responsibilities and duties as prescribed in the club bylaws and will perform other duties as directed by the Board.

PRIMARY RESPONSIBILITIES OF THE GM/COO:

- Establishing a strong, collaborative relationship with the Board and staff that is built on trust and transparency along with open communications.
- In conjunction with the Board, developing the strategy, objectives and operating plans for the club.
- Planning, directing, coordinating, and evaluating all activities of the club in order to ensure that it effectively carries out the members' objectives in the areas of Golf, Green, House, Special Activities, Finance, Audit, membership and Maintenance as well as other areas the Board shall deem desirable.
- The GM must have the ability to tactfully enforce Club rules (dress code, cell phones, etc.) and decorum and instruct subordinates to do the same around the Club and on Club grounds.
- Attending Board meetings, and is an ex officio member of all club committees.
- Delivering fine dining restaurant experiences. Ensuring the existence of high quality cuisine, the offering of chef driven foods and top shelf wines, liquors and spirits, while ensuring superior hospitality, ambiance and service commensurate with a top flight club experience.
- Continuing and building upon the positive member experience, culture, philosophy, and programs to maintain Southward Ho's long-standing positive reputation of the club in the region.
- Must be comfortable and competent being an integral and proactive part of developing relationships that lead to membership interest and/or business opportunities and is effective in orienting new members so that their initial experience with SHCC results in constant use of the Club.
- Is a catalyst for identifying new programs/services and enhancing current ones for members and their guests to increase club usage, member satisfaction, and member retention.
- Ensuring appropriate executive management practices to maintain fiscal responsibility and stability for the club, which includes the design, implementation, and function of effective financial planning that includes the preparation of annual budgets and control procedures.
- Seeking and capitalizing on opportunities for improving the club's present services to its members and their guests as it relates to presenting them against the region's competitive marketplace.
- Directing, communicating, and overseeing the growth and development of the staff and workforce in all departments, and maintaining a working knowledge and compliance of applicable federal, state and local laws and regulations, as well as other policies and procedures in order to ensure adherence in a manner that reflects honest, ethical, diverse, and professional behaviors.
- Maintaining disaster and emergency plans and systems and ensuring that club personnel are trained and rehearsed in correct disaster and emergency procedures.
- Be "Visionary." Ensure Southward Ho Country Club is constantly evolving, and the GM/COO must have the ability to blend changes that are required by the progressing and balancing of needs of the new and younger members with the long-standing traditions of a 93-year-old club.
- Attending educational meetings and annual conference of the Club Managers Association of America (CMAA).

CANDIDATE QUALIFICATIONS

- A minimum of 3 - 5 years of verifiable, progressive leadership and management experience in an active, private member focused club environment. NOTE: While having *strong preference* for those who have experience in the General Manager or GM/COO role, those current Assistant General Managers or Club Managers at well-recognized clubs, with verifiable records of achievement, may possibly be considered for this role.
- A verifiable career track that demonstrates a record of tenure and commitment to previous employers, and career moves were for enhancement of skills and experiences as opposed to 'unplanned' career changes.
- Strong general management skills with verifiable strengths in team development, financial performance, diverse recreational amenity management (golf, tennis, fitness, aquatics, family activities, and others are especially desirable), quality food and beverage programming (especially important), exceptional member/guest service programming, strategic planning, project management, and most importantly the ability to consistently define and achieve goals and objectives.

The successful candidate will possess a wide range of necessary leadership personality traits, knowledge, abilities, working norms, and skills necessary to effectively lead the organization:

- *Charisma*: possesses a seasoned, sound, savvy executive presence and magnetic leadership style.
- *Action Oriented*: enjoys working hard; is action oriented and full of energy for the things he/she sees as challenging; seizes more opportunities than others.
- *Change Management*: recognizes changing trends in the environment. Harnesses ongoing and updated tools to build organizational capacity and reliability. Engages staff and workforce through timely communication of priorities and is able to make the right tradeoffs. Instills the right urgency to move organization toward continuing progress and new outcomes.
- *Comfortable working with Volunteer Leadership*: can deal and interact with members; can present to members without undue tension and nervousness; understands how members think, work and present ambiguities; can determine the best way to get things done with them by talking their language and responding to their needs; can craft approaches seen as appropriate and positive.
- *Decision Quality*: makes good timely decisions; 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; always sought out by others for advice and solutions.
- *Responsiveness*: Return member calls and requests either personally or through delegation within a 24 hour period.
- *Developing Direct Reports and Others*: provides challenging and stretching tasks and assignments for personal/professional growth; holds frequent development discussions and follows through appropriately; is aware of person's career goals; constructs compelling development plans and executes them; pushes people to accept developmental moves; will mentor those who need help and further development; cooperates with developmental system in the organization; is a people builder and "multiplier."
- *Execution*: always achieves desired results; establishes clear goals, objectives and timelines for the team; holds self and team accountable; inspires a commitment to tasks and knows how to get things done; gets whole team aligned when necessary and knows how to "close the deal."
- *Hiring and Staffing*: has a nose for talent; hires best people available from inside or outside; knows where to search for talent; is not afraid of selecting strong people; assembles talented team members who work well together as a high performance team.
- *Humor*: has a positive and constructive sense of humor; can laugh at himself/herself and with others; is appropriately funny and uses humor to tactfully diffuse tension; doesn't, however, make mistakes in areas requiring decorum.
- *Innovation and Creativity*: is good at bringing the creative ideas of others to market; has good judgment about what new things and suggestions will work; can facilitate team brainstorming; can project how potential ideas may play out to the clubs advantage.
- *Integrity*: establishes and maintains the club's core values and guiding principles; works extensively on his/her trust building skills toward creating confidences; is genuine and authentic and capable of 'straight talk'

communications at all times; is the consummate ambassador for the club in all settings; is a credible leader while maintaining the right 'service quotient' to the membership.

- *Listening*: practices attentiveness and active listening; has the patience to hear people out; can accurately restate the opinions of others even when he/she disagrees.
- *Member Focus*: is dedicated to meeting the expectations and requirements of the members and their guests; gets first-hand member information and uses it for improvements in products, programs and services; always acts with the members in mind; establishes and maintains effective relationships with members and gains their trust and respect.
- *Patience*: is tolerant with people and processes; listens and checks before acting; tries to understand the people and the data before making judgments and acting; waits for others to catch up before acting; sensitive to due process and proper pacing; and follows established process.
- *Time Management*: uses his/her time effectively and efficiently; values time; concentrates his/her efforts on the more important priorities; gets more done in less time than others; can attend to a broader range of activities.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- A Bachelor's Degree from a four-year university or college is highly desirable, preferably in Hospitality Management.
- In lieu of the degree, substantial private club or hospitality experience will be considered.
- Certified Club Manager (CCM) designation preferred.

SALARY & BENEFITS

Salary is open and commensurate with qualifications and experience. The club, along with the typical CMAA benefits, offers an excellent bonus and benefit 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: 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](#).

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

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

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