

## **GENERAL MANAGER PROFILE: THE GROSSE POINTE CLUB (GPC) GROSSE POINTE FARMS, MI**

### **THE GENERAL MANAGER (GM) OPPORTUNITY AND THE GROSSE POINTE CLUB**

Opportunities like the one at The Grosse Pointe Club (GPC) are not often found in today's fast paced, 'newer and bigger is better' world! The Club prides itself on its unique and prized culture of highly personalized service and relationships that foster a social hub for the enjoyment of its membership. The General Manager role at GPC is one best suited to a leader who truly enjoys being the 'face' of the Club, being highly engaged and interactive with member families, and epitomizes the "servant's heart" so appropriate to a high performing hospitality environment. Situated in one of the most beautiful areas in Michigan---Grosse Pointe---where families treasure the multi-generational nature of the community, this is an opportunity for a qualified manager to make a long term 'home,' being appreciated for providing competent, committed and sincerely engaged leadership.

GPC, with a long history dating back to 1923, has weathered the Great Depression and WWII, thriving in the 'baby boom' era, the rise of the auto industry and the more recent economic recession. Since the early days, the Club's activities evolved around aquatics, paddle sports, yachting and sailing, and social activities. Through the years club activities have progressed to keep up with the times but one thing remains the same, "The Little Club" as the GPC is affectionately known is an intimate, historic home away from home nestled on the shores of beautiful Lake St. Clair and always has been and still is – the place to be.

The Club offers several choices for split level dining including the living room, the main porch, the lounge, the Governor's room, and the buffet dining room on the main floor, with the lower floor hosting three rooms---the lake room, the marine bar, and the terrace. Each gathering spot offers its own unique character and are perfect for small intimate gatherings or large parties.

Additional amenities and activities include a small, but well maintained and highly functional harbor with slips for up to 70 boats, accommodating up to 110 feet in length and a vibrant junior sailing program takes place throughout the summer months. The Club boasts a functional multi-lane pool, with an adjacent kiddie pool, and adequate chaise lounges. Two clay tennis courts are interspersed on the campus, and tennis whites continue to be a tradition, and in the winter months the Club's two modern paddle courts are lighted and active. Rounding out the remaining area in this quaint, hidden campus is a large event lawn on the lake and overlooking the harbor with spectacular vistas of Lake St. Clair.

### **THE GROSSE POINTE CLUB BY THE NUMBERS**

- At present, there are approximately 190 members in all categories
- \$2,500 Initiation fee
- \$5,976 Annual dues
- Approximately \$1.9M Gross revenues from all sources
- \$800,000 Dues volume
- \$580,000 F&B volume
- 30 Employees (FTE) in-season; 10 (FTE) off-season, 20 (PTE) off-season

For additional information, please preview **THE GROSSE POINTE CLUB WEB SITE:** [www.gpclub.org](http://www.gpclub.org)

## GENERAL MANAGER (GM) POSITION OVERVIEW

The GM will be responsible for all day-to-day operations of The Grosse Pointe Club. The new GM will be a highly visible, hands-on leader who can work collaboratively with team members to manage dining, building maintenance, finance, private parties, catering, member communications, recreational and children's programs. The GM is ultimately responsible for delivering outstanding service and memorable experiences to the multi-generational membership and their guests.

At GPC, being a strong leader means having the "executive presence" to work respectfully in partnership with the Board, Committees and staff, many of whom have been with the Club for many years. At the same time, it is with the intent for further enhance the overall member experience, to develop successful managers and implement standards of operation and best practices throughout the club while "taking ownership" of the member and employee experience. Attention to details, defining appropriate benchmarks for maintenance, housekeeping, overall presentation of the Club and grounds, and generally being a "proactive partner" vs. order taker with the Board is expected from the new GM.

Clearly, the Club has a focused purpose---to provide ample social and recreational opportunities for its members to enjoy. This means that the GM is providing quality food and beverage delivery in both culinary and front of house services, and ensuring that amenities, programming, and quality of offerings are relevant and meeting the expectations of a majority of members, as collaboratively determined with the Board and Committees. Additionally, the ambience and maintenance of the Club's prized culture is perpetuated by an engaged and proactive GM. He/She will, in turn, find that GPC provides opportunity for a more reasonable work/life balance in a great community. There are 'high season' times when being present is critical, but the Club has an off-season 'balance' that is appealing and compelling compared to many year-round operations.

## EMPHASIZED KEY CHARACTERISTICS

- *Outstanding communication skills are necessary for this role and to be successful at GPC.* As the primary communicator of much of the information at the Club, proven outstanding verbal and written skills are absolutely critical, as is a keen ability to "listen," "engage," "build trust" and "be highly approachable." One must have strong "executive presence" and truly understand the unique and compelling culture of the club.
- The GM should be a natural leader who is able to attract and develop a strong team, and someone who has verifiable success in having done so at this point in his/her career.
- Must be a visionary and mission oriented; anticipating how the Club continues to evolve is important, as is being actively 'networked' in the industry to the point of being on the forefront of trends in clubs. He/She should be able to project and steer the club in the right directions for the benefit of the membership.
- A "hands on" leader who recognizes the balance between leading, doing and delegating.
- A visible, sincerely engaged and hard-working leader that brings ideas to the table and can express those ideas thoughtfully and easily to team members, the Board and Committees.
- Being strategic in focus and able to gain support and execute approved plans and directions, sometimes imploring the Board to make actionable decisions, albeit it with a strong and natural ability to analyze and communicate the reasons behind recommendations.
- Being naturally outgoing, conversant, respectful, and diplomatic, *but able to diplomatically say "no" when appropriate.*
- Recognizing the need for the continuation of an "employer of choice" approach to attracting, retaining, and developing staff at every level within the greater GPC organization.
- Innately understanding, empathetic, reliable, and relatable to members and staff at all levels.
- Possessive of a strong financial acumen for hospitality trends and metrics, and able to fully comprehend and explain P/Ls, balance sheets, cash flow and operating, capital and project management budgets.
- In advance of the club's centennial celebration, the club is receiving pledges which will be used to restore and enhance the clubhouse and grounds. The GM will manage all aspects of that reinvestment and will participate greatly in this historic initiative.

## **INITIAL PRIORITIES OF THE GENERAL MANAGER**

- Learn the culture of GPC by listening (a lot), being approachable, meeting with the Board, Committees, staff and members as often as possible.
- Review food and beverage operations and staff recruitment, service, training, and retention programs in this area and, if necessary, implement improvements to continue to move toward consistent excellence in this area.
- Immerse into the budget, the Club's financial history and gaining full appreciation of how GPC has functioned, evolved over the years, and administers to its defined needs and goals.

## **DESIRED CANDIDATE QUALIFICATIONS**

- A minimum of 5 - 7 years of progressive leadership/management experience in (preferably) a private member-owned country club, or leading hospitality operations outside of the club industry in a similar hospitality operation.
- Strong personal qualities of worth, confidence, integrity, credibility, energy, commitment, and humor.
- Verifiable strength in strategic planning and working closely with boards, committees, local municipalities, and other key contributors in developing, executing, and updating strategies to success and relevancy.
- Strong history of success and keen understanding of quality Food & Beverage operations, including revenue growth, training, innovation and creativity, and strong service culture development.
- Technologically proficient and recognizing best practices use of technology to improve 'high touch' service delivery to members, as well as to more effectively manage and lead operations.
- A verifiable motivator and leader who can bring out the best in others by setting clear goals and expectations, holding them accountable for outcomes, by providing consistent feedback, support and through respectful interaction and professionalism.
- Someone who respects the history and traditions of the Club, while also being an innovator and a champion of new ideas and initiatives, looking to consistent improvement of member experiences and operational efficiency.
- A true, confident, diplomatic, and competent club industry professional with exceptional "executive presence," who recognizes the importance of accountability, and who has a strong history of success in working with member boards and committees.
- The ability to adapt and positively contribute to changing and evolving circumstances.
- As noted above, a true "partner" with the Board, recognizing that he/she needs to be a creative problem solver whose ability to convey ideas, suggestions, and solutions in a thoughtful, well-reasoned manner with a high level of integrity results in high levels of respect.
- An organizationally focused individual who recognizes that obsession with details and consistency of delivery at a high-level result in high member and associate satisfaction, high levels of quality and an overall outstanding member experience.
- Keen understanding of quality in all aspects of the club and club operations (F & B, recreational amenities, maintenance, programming, etc.), as well as demonstrable success in leading clubs to continued relevancy and successfully managing evolving membership demographics.

## **EDUCATIONAL AND CERTIFICATION QUALIFICATIONS**

- A Bachelor's Degree from a four-year university or college is highly desirable, preferably in Hospitality Management.
- From the club industry, Certified Club Manager (CCM) designation is desired, but not required. If without such designation, a commitment to on-going and lifelong learning and strong networking capabilities is critical. If outside of the traditional CMAA background, having verifiable professional development that clearly provides confidence in one's ability to lead a club and hospitality operation like GPC.

## SALARY & BENEFITS

Salary is open and commensurate with qualifications and experience and befitting a club of the size and scope of The Grosse Pointe Club.

## INSTRUCTIONS ON HOW TO APPLY

We request that you upload your resume and cover letter (in that order) to our resume service. ***Please note that you should have your documents fully prepared to be attached when prompted for them.***

***Your interest in this position should be communicated as soon as possible, but no later than October 20<sup>th</sup>. Interviews are expected to take place in mid-November.***

**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 and **your letter should clearly convey why you are interested in this role and why you believe you are in alignment with the position profile.** Your letter should be addressed to: **Rick Ruffner, Chairman and The Grosse Pointe Club Search Committee.** Additional information will be required from candidates to further assist in the evaluation of alignment and validation of competency for the role.

*Once you complete the application process and upload your letter and resume 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 Patty Sprankle: [patty@kkandw.com](mailto:patty@kkandw.com)

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