

## **GENERAL MANAGER PROFILE (GM): TALBOT COUNTRY CLUB EASTON, MD**

### **TALBOT COUNTRY CLUB and Easton, Maryland**

Founded in 1910, Talbot Country Club (TCC) is the oldest golf and social club on the Delmarva Peninsula. Talbot Country Club is committed to providing its membership and their guests with superior social and recreational experiences by offering quality staff, services, facilities, and activities while preserving the rich traditions of the Club which foster friendship, fellowship and pride.

The course at Talbot, designed by highly regarded architect Ed Ault, is a beautiful, classic Eastern Shore of Maryland design and showcases the water views and wildlife the region is known for. The course is fun and fair with ten par-4's, four par-5's and four 4 par-3's providing a challenge for all skill levels. The forward tees play from 5,200 yards and the back tees play from almost 7,000 yards.

While golf has been the Club's most significant amenity over the years, the Club's dining facilities are increasingly busy with the Clubhouse being a flurry of activity most days, especially during the golf season. In addition, the pool complex has become a valuable social and family hub the past several years as the Club continues to add family-friendly activities and events. The Club provides two tennis courts with a seasonal professional and is growing that program each year. Several children's camps, including Tennis, Golf and Pool, are offered throughout the summer and are well subscribed.

With an active social calendar, the Club provides a wide array of events and activities appealing to all demographics, and boasts multiple dining venues to provide members with casual and more formal options, as well as being able to accommodate banquets and functions.

The Club is located in a highly desirable part of the Atlantic coast on the eastern shore of the Chesapeake Bay, just over an hour from Baltimore, Wilmington and Ocean City, and less than two hours from Washington, D.C. Many of Talbot's members have second homes in the area, and spend a significant portion of the summer in Easton, or travel on the weekends to enjoy being closer to the shore. Many other members have retired from the D.C. area and surrounds and live in Easton full time, as do a number of still working, active local members of the Club.

Easton, located in Talbot County (from which the Club draws its name) has a year-round population of approximately 17,000, but swells in the summer months. It was recently named the 8<sup>th</sup> Best Small Town in America, noting its simpler lifestyle, but access to larger cities and possessing a wide array of cultural and recreational activities and a desirable climate.

### **CLUB FACTS:**

- The Club has an approximate \$4.0M budget, including operations, capital charges and initiation fees.
- Food and Beverage operations generate approximately \$1.2M in annual revenues.
- At present, there are approximately 530 memberships, a combination of family and single, in all categories.
- Full Golfing membership has a \$25,000 initiation fee, with dues of \$5,664 annually this current year. Other categories, all with fewer members, as adjusted down accordingly.
- There are 12 Board Members, each serving three year terms.
- The average age of members is 67 years, which has not changed in 20 years.
- No significant capital projects have been approved; however, consideration is being given to reconstruction of the greens and renovation and expansion of the Clubhouse, currently in the preliminary planning stages.

- The Club is desirous of working with the new General Manager to create a strategic plan.
- There are approximately 48 FT year-round staff members, ramping up in the summer season.
- Approximately 15,000 rounds of golf are played annually at TCC.
- The Club is organized as a 501(c)7, not for profit, tax exempt corporation
- The Club has a number of committees at present, including: Executive, Budget and Finance, Conduct, Golf, Handicap, House, Entertainment, Greens & Grounds, Planning, Playing Card, Pool & Tennis, and Nominating.

**TALBOT COUNTRY CLUB WEB SITE:** [www.Talbotcc.com](http://www.Talbotcc.com)

### **GENERAL MANAGER (GM) POSITION OVERVIEW**

The General Manager reports to the President of the Board of Governors and has clear ownership for all day-to-day operations of Talbot Country Club (TCC). 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 Governors. 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 the key assets (physical and staff) including accounting, golf, tennis, food and beverage, children and family events and activities, and marketing to ensure they are consistently regarded highly by a majority of members as measured in club surveys.

Of utmost importance to the long-term success of the Club, the GM 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 "takes charge and responsibility" for all operational matters, recognizing the appropriateness of keeping the Board informed on key issues, but also recognizing the strong desire for *strong and thoughtful "partner" versus "caretaker" leadership, "leading from the front" in all that he/she does*.

Several of the GM's principle objectives include the successful administration of the business of TCC, and providing the Senior Staff with clear goals, objectives, and defined expectations, as well as initially doing a full review of the Club's current organizational chart and distribution of duties. *Of particular importance is to first understand the history and culture of Talbot, and build the trust and confidence of the staff and membership before making any changes or assumptions*.

Additionally, 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'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 interests of the Club, even if it means pushing the Board for actionable decisions, *but always keeping them well informed and knowledgeable about why those actions are recommended*. 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, as well as a necessary strong competency to provide clear and necessary direction and goals. *The Club enjoys several key senior staff members who are trusted and appreciated by the membership and Board, and with whom the new GM will need to gain support and "lead."*

*The GM must "not just occupy the position," but will be expected to be the clear, highly interactive face of TCC, which enjoys a membership that expects a highly interactive and "hands on" style with its top manager*. Talbot's reputation must be maintained and/or enhanced through consistent focus on priorities, clearly defined goals and objectives that have been mutually established and reviewed in close conjunction with the Board of Governors. 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. Additionally, important is creating a thoughtful and actionable talent acquisition and retention plan, especially considering the varying seasonality of operations.

Many members of TCC also belong to other clubs with superb reputations for service quality and delivery, adding to the expectations of consistent execution at Talbot.

***Ultimately, the GM at Talbot Country Club is responsible for results; the Board is committed to its role of setting policies and strategic direction, and is looking for a capable, performance-focused leader to take the operational elements and “own them,” while also providing valuable counsel and guidance to the Board relative to trends and industry expectations.***

The Club is clearly 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, the Easton area, and is intuitively engaged and sincerely involved and approachable to members, guests, and staff. *That “fit” includes active involvement of Committees to develop strategy, overarching goals and evaluating results, but not involvement in operations after the trust and confidence has been built by the new GM because of his/her assertive hospitality and ability to, often suggest “I can likely find a way to make that happen” intuitive approach where reasonable.*

At present, direct reports to the General Manager are: Clubhouse Manager, Executive Chef, Business Manager, Golf Professional, Golf Course Superintendent, Receptionist, and Maintenance personnel.

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

With the expectation that the new GM will commence his/her role during the current calendar year, or beginning of 2018, 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.
- Working closely with the Board, creating the “ideal” organizational chart for TCC and its near future, which may involve recommending the deletion or addition of positions to be added/created, and/or realigning current responsibilities.
- Review, evaluate and implement updated orientation and training programs for all departments and staff.
- Connect with members and staff 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 of 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 Talbot.
- 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.
- Create a 90 day ***‘State of the Club’*** report for the Board, outlining your evaluation of all aspects of the operation, offering thoughtful recommendations and clarifying updated priorities, goals, and objectives; essentially creating an *operational* roadmap for success in 2018 and beyond.

### **CANDIDATE QUALIFICATIONS**

- A minimum of 5 years of management experience in a private, member-owned club is preferred, but the Club is also willing to consider well mentored, verifiably high-achieving AGMs or club managers who meet the criterion as well. *The Club will consider those who have not yet been general managers, but who clearly show that they have the experience and exposure (from their current or past roles), the dedication and enthusiasm to succeed, and the overall motivation to help TCC elevate its operation to satisfaction levels of the past. This includes candidates from non-club environments, or those who have ascended through non-traditional club roles, but who are truly strong and verifiable leaders.*

- A demonstrable record of effective engagement with members and staff; someone who intuitively enjoys and understands the need to be **highly approachable, “lead from the front” and interactive.**
- 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 outstanding member/guest service programming are needed.** Strategic planning, renovations and significant capital project management is also desirable.
- **Strong and proven financial skills and clear and verifiable knowledge of standard operating procedures, country club financial reporting standards, relevant trend analysis and able to confidently discuss such information in partnership with the Board.**
- 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---“**processes and procedural standards**” ---which are clearly articulated and understood. **Being highly organized with exceptional “follow up” skills is an absolute necessity.**
- **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 Talbot.
- **Verifiably strong technology skills with knowledge of relevant club accounting systems, CRMs, and other member communication and engagement tools.**
- Knowledge and understanding of relevant human resource standards, requirements and modern evaluation and accountability principles.
- **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. In lieu of a degree, appropriate industry experience is necessary.

## SALARY & BENEFITS

Talbot Country Club will offer a competitive compensation and incentive plan for a general manager at a club of the size and stature of Talbot, 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 Talbot, why Easton, Maryland, etc. Your letter should be addressed to the Talbot 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 Patty Sprankle: [patty@kkandw.com](mailto:patty@kkandw.com)

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

**Lead Search Executive:**

Kurt D. Kuebler, Partner

[kurt@kkandw.com](mailto:kurt@kkandw.com)

561-747-5213