

KOPPLIN KUEBLER & WALLACE

THE MOST TRUSTED NAME IN EXECUTIVE SEARCH AND CONSULTING

GENERAL MANAGER PROFILE: BROOK HOLLOW GOLF CLUB DALLAS, TX

THE GENERAL MANAGER OPPORTUNITY at BROOK HOLLOW GOLF CLUB

Brook Hollow Golf Club (“Brook Hollow” or the “Club”), one of Dallas, Texas’ most prestigious country clubs, is seeking to place a highly capable professional with strong leadership experience as Club General Manager. A positive, energetic approach to the Club’s managerial functions and duties is essential. In addition to the future General Manager’s leadership and teambuilding skills, business acumen with a focus on financial and technological literacy and project management is required. The candidate will also be able to demonstrate proven skills relevant to success in the changing demographics of the club world, and will have an intuitive strength in building consensus, setting clear goals and objectives, and executing effectively to these well-defined targets, and doing so with a strong and natural “mentorship” style. Visibility, member engagement, and authentic enjoyment of building member relationships is critical, as is ability to relate to the Board and its Committees in a professional, respectful, and diplomatic manner.

[Click here to watch a brief video about this opportunity](#)

BROOK HOLLOW GOLF CLUB

Established in 1920, Brook Hollow enjoys a strong reputation as one of Dallas’ most historic and exclusive private golf clubs. The origins of the golf course go back to when Dallas businessman Cameron Buxton asked his friend A.W. Tillinghast to find a location for a golf course in the Dallas area. Tillinghast chose a then rural setting beside a branch of the Trinity River west of Dallas. At the time, the course was built on open and rolling farmland that is now surrounded by commercial properties due to the outward development of the metropolitan area. Brook Hollow remains a stately and peaceful oasis; a refuge for its members among the hustle and bustle of the city.

Brook Hollow’s A.W. Tillinghast-designed golf course has hosted championships of significance over nine decades. The challenging golf course layout features tree-lined Bermuda fairways, bent greens, and a seventh hole that Ben Hogan rated as his favorite number 7 in the country. It is one of the few clubs that does not take tee times due to the small size of its membership. Six professionals are on staff to serve the membership. First and foremost, Brook Hollow is a golf club, and despite all of its other world class amenities, golf is of foremost importance to its members.

World-class facilities include a sports complex for tennis, wellness and swimming, and a famed ballroom in which are presented some of Dallas’ most memorable and fashionable social events. During the past twenty years, Brook Hollow has renovated or replaced substantially all of its facilities.

Tennis is a thriving program at the Club, with a total of seventeen courts including four indoor, two outdoor clay, and the remainder recently-constructed post-tension concrete. There are active programs for men, women, couples, and juniors, with many teams competing with other local clubs. Five professionals are available for instruction.

The recently-constructed Wellness Center and Aquatics Center have further enhanced the overall member experience by providing family-oriented spaces such as a game room and outdoor basketball court, along with childcare services. The Wellness Center is a 3,600 square foot (excluding locker rooms and massage rooms), state of the art facility with 12 cardio/resistance machines and other workout equipment, along with an exercise studio which offers cycling, yoga, Pilates and other classes. Seven certified instructors are available by appointment for the members, and massage therapy is offered as well. The resort-style aquatics complex features a heated six-lane lap pool, two leisure pools, a slide pool, and tot wading pool, all of which are heavily-used from Memorial Day through Labor Day. Located on the first floor of the Wellness Center is the Brook Grill, a dining facility separate from the main clubhouse, which has indoor seating for 36 and outdoor seating for 60.

Brook Hollow offers formal and casual dining facilities featuring superlative cuisine. The food and beverage program is one of the Club's greatest strengths, in large part due to the outstanding, and well-deserved, reputation of Chef David Sokol and his staff. This culinary group has long been recognized for its food quality, presentation and consistency and because of this, Brook Hollow is one of the most sought-after venues for weddings, debutante balls and other high-end social events in Dallas. *D Magazine* recently cited Brook Hollow as the "most prestigious club in Dallas," a testament not only to the food, but to the service and programs provided by the dedicated and hard-working staff.

Membership at Brook Hollow is limited and selective, and the demand for membership is at an all-time high, requiring a wait of 8-10 years to become a social member and nearly twenty years more to have full membership privileges. As the Club nears its centennial year in 2020, the future looks very promising.

BROOK HOLLOW BY THE NUMBERS:

- 1,149 Members including 654 voting members, 184 social members and 311 in other membership categories
- \$16.9M Gross volume
- \$8.9M Annual dues volume
- \$5.6M F&B volume
- \$175,000 Initiation fee
- \$10,440 Annual dues
- \$9.6M Gross payroll
- 225 Employees (FTE) in season; 60 in off season
- 15 Board members

BROOK HOLLOW WEBSITE: www.brookhollowgc.org

GENERAL MANAGER JOB DESCRIPTION

The General Manager ("GM") has full responsibility for all aspects of operations at Brook Hollow, effectively managing all resources and reporting to the Board of Governors and the Club President. The GM will lead the management team, directly supervising the Clubhouse Manager, Controller, Membership Secretary, Head Golf Professional, Director of Grounds, Head Tennis Professional, Chief Engineer, Chief of Security, Wellness & Aquatics Director, and Executive Chef. The GM will indirectly supervise all employees of the club while promoting a positive, engaging and highly competent service culture in all operations.

The GM is expected be an interactive "thought partner" with the Board and Committees, working closely with both groups as collectively they make decisions and set strategic direction for the long term well-being of the membership. Like many clubs, Brook Hollow has a number of new, younger members with families, and the balance of tradition with relevance to today's member needs and expectations is a critical success factor. Supporting and effectively working with a large number of committees, which are an important part of Brook Hollow's long history and success, is a necessary and important skill set.

Leading the Club in an almost “CEO-like” manner is desired, recognizing that while bottom line performance is hugely important, the overriding expectation is to “set the standard for consistent, high quality member and guest experiences,” recognizing that such outcomes start with strong team development and engagement.

The successful new GM at Brook Hollow will need to have especially strong skills in “mentoring” and “holding accountable” a senior staff and group of meaningfully engaged employees. The Club membership has a high regard for its staff, and the enhanced continuance of a fully engaged, energized, well-trained, committed team is critical for continued success. The current staff has an unusually long tenure and enjoys a very strong approval rating from the members and their guests.

The new GM will need to develop a succession plan for several key positions at the Club, as certain key staff will be nearing retirement age within the next five years. This process will need to be a priority once the new GM is on board. One on one interviews with the staff will be of the utmost importance.

The new GM must understand that this is a “service first” club and keep this foremost in mind when it comes to budgeting and the entire financial process. The Board and membership also expect responsible and skillful management of Club operations.

The new GM will need to use the existing Reserve Study as an indicator to drive future capital projects, while narrowing the focus on projects slated over the next five years. The new GM should work closely with the House Committee in developing a Clubhouse Master Plan, like that being done for the Golf Course.

Additionally, the new GM must be a professional and highly respectful in his/her personal style, demeanor and presence, and someone who recognizes and is comfortable interacting with all demographics of members, staff and other constituents who contribute to the success of the Club; name recognition is a basic foundation of such success and this style must be a critical competency of the top executive. The new GM must be able to clearly demonstrate an understanding of the culture and mission of Brook Hollow commensurate with its position as one of the premier country clubs in Texas.

Transparency, honesty, and direct feedback are highly valued. Attention to detail and having necessary and appropriate follow up skills are very important personal characteristics. A proven, thoughtful “listener” is desired, as well as someone who is highly approachable, appreciative of input and able to appropriately “filter” such input in order to implement the Club’s goals and objectives.

INITIAL PRIORITIES OF THE NEW GM

- Listen and observe carefully while “learning and assessing” the operation;
- Quickly bond with the current Club staff and get to know members and staff as quickly as possible, engaging them in a sincere and appreciative manner;
- Assess key staff and develop a succession plan to ensure Brook Hollow has the “right” team in place in the future;
- Work closely with the Board, Committees and senior management staff to ensure a full and complete understanding of Brook Hollow, its history, culture and traditions before making any significant changes;
- Focus on the Food and Beverage operation, recognizing that it is the ‘heart’ of the Brook Hollow experience, and its consistent delivery and execution of a positive, well-regarded product is a critical success factor;
- Understand the financial model, including evolution of its key components over time and the system of accountability for positive budget performance;
- Focus on the two key elements to long-term success at Brook Hollow -- membership and employee engagement;
- Assess capital project and facility renovation needs.

To reiterate, fostering a culture of solidarity and teamwork throughout the team and the Club at large is very important to the staff and membership. Significant to this expectation is the ability to lead a team of friendly, engaging, competent, and devoted staff who are sincere about serving the Club's members.

CANDIDATE QUALIFICATIONS

- Significant progressive management experience in a well-regarded private club (preferred) or similar hospitality environment, preferably with at least 5 years in a top executive role or Assistant General Manager role at a well-regarded, top performing club. Preferably, strong and verifiable experience in leading a dynamic, progressive, "family-centric" club environment with significant recreational and social activities and amenities.
- A verifiable commitment to on-going professional development and clear understanding of both trends and benchmarks in the club industry, as well as a strong professional "network."
- Solid and verifiable success in Food and Beverage operations, including the proven ability to inspire, train, and set standards; creative and innovative, and generally regarded as having overseen a top tier Food and Beverage operation.
- Strong financial acumen, budgeting and presentation skills.
- A true appreciation of golf, its history and how to deliver an exceptional "experience" to members and guests.
- A history of "mentoring" others to both develop their skills and to benefit and bring depth to the organization.
- Strong and polished personal presence with a desire to meet, interact with, and build strong relations among all constituents.
- A personality that reflects calmness and strength, as well as tactfulness and diplomacy.
- Especially strong overall communications skills in both verbal and written form, as well as in listening. Further to this attribute is the ability to communicate in multiple media forms, and to recognize when and how such communication is most effective and presented.
- Especially strong technology skills, as Brook Hollow is seeking a GM to advance the Club even further in this area.
- Impeccable integrity, business ethics, and sound judgment.
- An interest in a long-term commitment to Brook Hollow.

The Club is interested in the best candidates, regardless of where they currently live. The ability to grasp the overall "culture and style" of the Club is critically important. The key attributes, as outlined above, include the proven ability to continue to elevate services, programming and execution of the Brook Hollow "mission."

The role of GM at Brook Hollow should be attractive to those qualified candidates seeking a stable, long-term commitment in a community with outstanding schools and quality of life. For the right individual with passion, enthusiasm, and the right skill set, the Brook Hollow GM position can be the ultimate career achievement.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- A Bachelor's Degree from a four-year university or college, preferably in Hospitality Management.
- In lieu of the degree, substantial private club or hospitality experience will be fairly 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.

Preparing a thoughtful letter of interest and alignment with the above-noted expectations and requirements is necessary. Your letter should be addressed to the Brook Hollow Search Committee, and clearly articulate why you should be considered for this position.

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 Holly Weiss: holly@kkandw.com

Search Executives:

Richard M. Kopplin

Partner

480-443-9102 – Scottsdale, AZ

dick@kkandw.com

Thomas B. Wallace III, CCM, CCE, ECM

Partner

412-670-2021 (Cell) – Strongsville, OH

tom@kkandw.com

KOPPLIN KUEBLER & WALLACE

www.kkandw.com