

# KOPPLIN KUEBLER & WALLACE

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## GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE:

### GLENWILD PARK CITY, UT

#### THE GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT GLENWILD

The General Manager/Chief Operating Officer (GM/COO) role at Glenwild is an opportunity to truly make a difference with a club that has just gone through a very successful turnover from Developer to Member-Ownership. The Club is eager to find a strong, competent 'front facing' leader who will inherit a well-regarded team of professionals that are committed to continue elevating Glenwild's already prominent position in the Park City market.

In addition to a professional opportunity to help the Club's Board of Directors establish a long-term vision and strategic plan, the new GM/COO will be able to refine and establish key traditions, standards of performance, and consider the overall organizational structure while living and working in one of the most desirable, four season areas of the country. Glenwild is an absolutely incredibly well-positioned club community with a top Tom Fazio designed course and amenities overlooking some of the most beautiful vistas in America!

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

#### ABOUT GLENWILD AND COMMUNITY

Surrounded by pristine mountains, Park City, UT offers diverse cultural offerings, unique silver mining history and a vibrant world-class ski scene. Located an easy 35-minute drive from Salt Lake City International Airport, Park City is a self-contained resort town and is home to a bustling night life, gourmet dining, luxury hotels and the aforementioned Glenwild community. (See recent *Forbes* article [here](#).)

A year-round club, Glenwild offers activities for every season, from hitting the slopes to strolling the links and everything in between. Overlooking the high plateau on one side of the community and the nearby Olympic ski training venue on the other, Glenwild is located in a perfect spot that blends seclusion with incredible convenience to adjacent Park City. With home sites ranging from half an acre to more than seven acres and thoughtful architectural guidelines in place to preserve the integrity and natural beauty of Glenwild, the community maintains high-standards from the moment you enter the gates.

The golf course at Glenwild, designed by Tom Fazio, features a unique, natural layout that embraces the topography, creating an almost seamless transition from course to countryside. Recognized by *Golf Digest* as the "Best Course in Utah," Glenwild's 7,541-yard, par-71 masterpiece presents golfers of all skill levels with both a challenge and reward in every round. An active summer season golf operation provides members with practice facilities, custom golf schools and lessons as well as a fully stocked, beautifully appointed golf shop.

The stunning, nearly 40,000-square-foot clubhouse was designed to be an extension of the members' homes. Crafted of timber and stone and adorned with fascinating paintings from local artists, it offers multiple fireplaces with sitting areas, a refreshing pool and attentive service year-round. The club offers members a variety of casual and formal dining options, including inviting outdoor terraces, areas reserved for private parties, and spacious locker rooms furnished with bar service and various other comforts. Planned year-round activities at the Club are abundant and include Camp Glenwild with indoor and outdoor activities for children, and a myriad of holiday, seasonal, and social events for members, guests, and their families, including wine tasting dinners, golf excursions, charity events, and activities oriented for the entire family.

Club amenities are abundant and the top of the list includes the Spa at Glenwild which offers a variety of services including massages, facials, body treatments, and nail services all custom tailored to the member's needs. Additional member benefits include tennis courts, and a Health and Performance Center designed to offer members a more dynamic and functional training experience and year-round swimming.

With a full four seasons, Glenwild offers activities throughout the community and surrounding area for year-round exercise and pastimes.

Few opportunities that our Firm has undertaken are met with such a combination of professional and personal enthusiasm for the new GM/COO; a tremendous role in an eminently livable outdoor, four season lifestyle community are rare at this level and quality! Nothing is broken at Glenwild, but the Board is desirous of seeing a staff culture of 'continuous evolution to excellence' created as part of an operating mantra.

#### **GLENWILD BY THE NUMBERS**

- Club converted to member ownership in June 2018
- There are approximately 300 equity members
- Equity Membership - Golf - \$85,000; Fitness/Social - \$40,000
- Annual Dues – Equity Golf Member: \$15,600; Equity Fitness/Social: \$7,800
- 18 holes of Tom Fazio design supports nearly 12,000 rounds of golf annually
- Overall operating budget is approximately \$10.0M
- Food and beverage volumes are approximately \$1.5M, with approximately 70% from ala carte dining
- Approximately 55 full-time and 45 seasonal employees
- 2 Har-Tru tennis courts
- Clubhouse Swimming Pool complex with Casual Dining venue serving both the pool and golf course
- The Club is organized as a 501 (c)7 not for profit corporation
- There are 9 Board Members, each serving three-year terms, as well as a number of traditional committees

**GLENWILD WEB SITE:** [www.glenwild.com](http://www.glenwild.com)

#### **GENERAL MANAGER/COO - POSITION OVERVIEW**

The GM/COO at Glenwild has full responsibility for all aspects of operations of the Club, effectively managing all resources and reporting to the President and the Board of Directors and is expected to be the embodiment of an "exceptional member-centric experience." The GM/COO will lead the management team, be representative of modern management "best service" practices, while promoting a positive, engaging, responsive and highly competent service culture in all operations.

He/she is expected be an interactive "thought partner" with the Board and Committees, working closely with both groups as they collectively make decisions and set strategic direction for the long-term well-being of the residents and membership. Like many club communities, Glenwild has many new, younger members with families and the balance of young traditions with relevance to today's member needs and expectations is a critical success factor. All this needs to be done while also establishing the Club's new standards for roles and responsibilities of committees, Board and Staff relative to governance vs. operations as part of the transition to member ownership.

The successful new GM/COO at Glenwild must possess especially strong skills in "mentoring" and "holding accountable" senior staff and a group of meaningfully engaged and well-regarded employees who are looking for that type of leadership as well. Members recognize the enhanced continuance of an energized, well-trained, committed team is critical for continued success. A sincerely engaged, personally invested, and instinctually 'front facing' style is particularly important for one's success in this role. Being able to have candid, thoughtful discussions with members as member expectations of involvement and conduct are being refined is also critically important.

Key attributes, characteristics and style of the successful new leader include:

- Honesty, straightforwardness, integrity, accountability, leadership and dedication. He/she should be able to inspire and motivate others, earn the respect of the members and employees as well as the community (both internal and external) at large.
- Possess the natural “art of seeing something.....” and then either executing a plan to improve, add, eliminate or rally for whatever it is; essentially being naturally “aware” and “proactive.”
- Being creative, innovative 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, communities, and economic cycles.
- Naturally outgoing, conversant, respectful and diplomatic, but able to say “no” when appropriate without alienating members or staff while doing so.
- Actively participating and “thought partnering” with the Board, Committees and contributors to Glenwild’s success.
- Being innately understanding, empathetic, reliable and relatable to members and staff at all levels.
- Possessive of a sense of “Quality Consciousness” with respect to every part of the Club’s operations and be very visible, as well as naturally open, engaging and approachable to the membership and staff.
- Understanding that this is a unique and diverse operation that combines traditional elements of club management with coordination and understanding of a homeowner’s association that requires an even higher level of empathy, authenticity, and responsiveness. (Note: the HOA is separately managed and is not a part of the new GM/COO’s responsibilities)
- Proven team building leadership qualities are desired with demonstrated ability to plan, direct, coordinate, facilitate and manage all facets of a full-service, four season, increasingly active club operation.

Some of the broader management and leadership functions and responsibilities of the role include:

- Coordinating and administering the Club’s policies as defined by Board of Directors with thoughtful input from the GM/COO and his/her Senior Staff.
- Specific responsibilities include financial planning and control, F & B operations, golf operations, spa/fitness, aquatics, events, programming, concierge services and other member experiences. Strong leadership and skills in establishing consistently high levels of execution are critical, especially within the F & B operation, and ensuring the highest standards are consistently met for food, beverage, sports, recreation, and entertainment.
- The new GM/COO should be “confident yet humble and an astute listener with a bias for action.” He or she must also have the ability to engage in a meaningful fashion with both the members and the employees (beyond the board) to execute on day to day operations and ensure the long-term strategy is attained, and is actively involved in creating it.
- The ideal candidate must also demonstrate flexibility and a strong interest in challenging existing practices; always possessive of a mindset beyond “this is the way we have always done it” will help to ensure a consistent evolution to excellence within all Glenwild activities and functional areas, all especially important as the Club evolves beyond its developer ownership roots and processes.
- A financial aptitude commensurate with executive duties within a multimillion dollar operation.
- Developing and leading a quality, proficient management team to drive business results, operate revenue centers within established guidelines, actively coaching, instilling team accountability, and rewarding successes.
- Serving as the “Behavior Model” for direct reports and all levels of employees; actively aware of his/her influence on the team with his/her ‘tone at the top’ modeling.
- Securing positive strategic networking opportunities within the industry via associations or affiliates as reasonable to further elevate Glenwild’s “brand” and ensure forward thinking and trend awareness.
- Actively interacting and fostering a feeling of “belonging” within the club to enhance the prestige of Glenwild; broadening the scope of Glenwild’s public obligations as a participating greater Park City community member.
- Actively conferring with administrative personnel and reviews activity and operations to determine changes in programs, operations or personnel.

#### **KEY PRIORITIES FOR SUCCESSFUL TRANSITIONING**

The following priorities have been identified as recommended primary focus:

- Be “present” and positively approachable where needed to develop strong member and staff trust and confidence; approachability, follow up, and candid, respectful interactions are key. Being engaged and part of every operating department is critical, as is becoming the “face of Glenwild”!
- Review the Club’s current rules and expectations of membership, making thoughtful and well-reasoned recommendations to the Board for enhancement within a reasonable period of time.
- Evaluate the Club’s overall talent recruitment, retention and development plans and create a thoughtful, actionable plan to ensure viable strategies are in place for long term success.
- Review internal planning and communication methodology and ensure that processes are in place to ensure thoughtful collaboration and high-level cooperation, support and common goals are in place throughout the senior staff and team to produce consistent, high level experiences for members and guests. Coordination of calendars, activities, innovative programming and knowledge across departments is desired and necessary.
- Develop the Board and Committee relationship, working to create a strong bond and communication exchange of diplomatic openness. Ensure that well-intended member volunteer involvement is appropriate and in support of the Club’s goals, and that each Committee has clearly defined responsibilities and objectives.
- Ensure that the financial and business plans of the club are reasonable, understood, and achievable, offering alternatives and reasoning if changes are recommended.
- Work closely with the F & B team to ensure that an appropriate foundation of success is in place in this department, both in the culinary and service execution sides of the operation. F & B operations are of great importance to the membership, and meeting members’ expectations in this area is a critical success factor. Service standards and consistent delivery thereof is an important focus.
- Spend time with the team (staff in all areas of operations), getting to know them, their abilities and aspirations, consistently using this time to further communicate the vision and mission of Glenwild.
- Review and revise as necessary all management/leadership personnel position descriptions and responsibilities to ensure they are appropriately aligned with club objectives. Conduct a full evaluation of Glenwild’s organizational chart and make appropriate recommendations to the Board for any changes, developing a reasoned perspective on any proposed changes.
- Create a ‘State of the Club’ report after a 90-day review, outlining key evaluations of all operating departments, processes and procedures as well as personnel. Present an action plan for Board approval that addresses improvements to services, programming and other necessary actions.
- Work with the Board and appropriate committees to establish a process to create an active and rolling strategic plan that considers future capital needs, programming, member and staff recruitment strategies, rules, bylaws, governance and other necessary critical success factors.

## **CANDIDATE QUALIFICATIONS**

- A minimum of over 7-10 years of progressive leadership/management experience in (preferably) a private member-owned country club, ideally within a residential community with significant, multi-dimensional operations, or leading hospitality operations outside of the club industry in a similar dynamic, progressive and relevant operation. Leading in a true “COO-like” model and taking “ownership,” accountability and responsibility while doing so are verifiably necessary traits and experiences.
- Naturally outgoing, energized, motivated with an “authentic” style and a true “servant’s heart.”
- Proven and verifiable leadership qualities with a demonstrated ability to direct, coordinate and control all aspects of a full service, actively evolving gated, club within an upscale community.
- Prior experience in coordinating and overseeing complex capital improvement projects.
- Appreciation for and knowledge of golf, which is the foundation of Glenwild.
- Strong history of success and keen understanding of quality Food and Beverage operations, including revenue growth, training, innovation and creativity, and strong service culture development.
- Technologically proficient and recognizing of best practices use of technology to improve ‘high touch’ service delivery to members, as well as to more effectively manage and lead operations.
- A 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. A “great listener.”

- Someone with a history of innovation, and a champion of new ideas and initiatives, looking to consistent improvement of member experiences and operational efficiency; able to effectively lead and embrace “change management”.
- A true, confident, diplomatic and competent club industry professional who recognizes the importance of accountability, and who has a strong history of success in working with member boards and committees, especially important in this instance as many new operating practices are being established.
- The ability to adapt and positively contribute to changing and evolving circumstances.

#### **EDUCATIONAL AND CERTIFICATION QUALIFICATIONS**

Preferably, a college graduate with a Hospitality Management major preferred. Commitment to on-going personal development regardless of what stage they are in their career and hold a CCM or equivalent professional designation.

#### **SALARY AND BENEFITS**

Salary is open and commensurate with qualifications and experience. The Club, along with the typical senior staff benefits, offers an excellent bonus and benefit package. CMAA dues and meeting and continuing education expenses are also paid by the Club.

#### **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.

**Prepare a thoughtful letter of interest in alignment with the above-noted expectations and requirements.** Your letter should be addressed to **Mr. Robert Schiller, Search Chairman**, and clearly articulate why you want to be considered for this position at this stage of your career and why Glenwild and the Park City, Utah area will be beneficial to you, your family, your career, and the Club, if you have the honor of being selected.

***Expressions of interest in this manner should be conveyed to our Firm no later than September 25, 2018. Candidate selections will occur in October and interviews are expected to occur later that month. The eventually selected successful candidate would likely start in late 2018, but there is flexibility as needed.***

**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 Patty Sprankle: [patty@kkandw.com](mailto:patty@kkandw.com)

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