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GENERAL MANAGER/COO PROFILE: GREEN HILLS COUNTRY CLUB MILLBRAE, CA

THE GENERAL MANAGER/COO OPPORTUNITY AT GREEN HILLS COUNTRY CLUB

Green Hills Country Club is looking for a General Manager/COO who will be a visible, detail oriented, organized, transparent and proactive leader for the Club. The future General Manager will have proven skills in leadership and team building, food and beverage services, human resources, and have a clear focus on providing exceptional member experiences.

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

GREEN HILLS COUNTRY CLUB

Established in 1929, Green Hills Country Club has a rich history. It is a club of timeless tradition and enduring legacy, and proud home to one of the finest golf challenges in the Bay Area. Staying true to the ideals around which the club was built, today Green Hills is a place where families and friends come together to make memories and celebrate some of life's most cherished moments.

The Members of Green Hills enjoy a unique membership lifestyle that creates a sense of pride, belonging and camaraderie; a strong connection to community; and a place for recreation and superb dining, with friendly personalized service, and the best conditioned course on the Peninsula.

The Clubhouse at Green Hills serves as a social hub for members and their guests. The stunning new clubhouse welcomes members and their guests to enter a place that is relaxed, yet refined, a place where members go to escape, or to conduct business, all while enjoying breathtaking golf course and bay views from every vantage point.

The golf course at Green Hills was designed by famed architect Dr. Alister MacKenzie, who designed over 100 golf courses - three of such high caliber they are ranked in the world's top 20 - Cypress Point (Pebble Beach CA), Royal Melbourne (Melbourne, Australia), and Augusta National (Augusta GA), site of the Masters. The golf course is known among golfers as being the best maintained course in the area.

To complement a beautiful and challenging golf course, Green Hills offers a variety of golf activities for the entire family to enjoy, including: men's golf, women's golf, couples golf, junior golf, a full-service pro shop and professional teaching staff. Members also enjoy the all-grass driving range, short game practice area, and putting greens.

The complete range of services and amenities are more than just a game or a meal - being a member at Green Hills is a way of life. In addition to their championship golf course and pristine clubhouse, Members enjoy fine and casual dining, extensive social activities, junior programs, and recreation for the whole family, including tennis, fitness, and swimming facilities.

Green Hills Country Club by the numbers:

- Gross Dollar Volume: \$5,700,000
- Food & Beverage Revenue: \$2,010,000
- Rounds of Golf Annually: 32,500
- Number of members: 375
- Number of full time employees: 54

Please visit the website: www.greenhillsc.com

General Manager/COO (GM/COO) Position description

The GM/COO at Green Hills Country Club (GHCC) is best described as a COO and has full responsibility for all aspects of operations. The new leader will be effectively managing all resources and reporting to the Board of Directors and the President who can best be described as a Board Chair in the governance model the club desires, and is expected to focus on member satisfaction and be the embodiment of an “exceptional member-centric experience.” Supporting and effectively working with a large number of committees, who are important part of GHCC’s long history and success, is also a necessary and important skill set.

The GM/COO will lead the management team, many of whom have many years of tenure at the Club, be representative of modern management ‘metric-oriented’ practices, and indirectly supervise all employees of the Club while intuitively promoting a positive, engaging and highly competent service culture in all operations. The successful new GM/COO at GHCC 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 an energized, well-trained, committed team is critical for continued success. A sincerely engaged, personally invested, instinctual style is particularly important for one’s success at Green Hills.

He/she is expected be an interactive fact and metric based “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, GHCC has many new, younger members with families and the balance of tradition with relevance to today’s member needs and expectations is a critical success factor. The diversity in member age, vocation, wealth, avocation, and utilization make the environment at the Club both dynamic and, at times, challenging for club management.

He/she must be a proactive leader in GHCC’s membership recruitment and retention efforts. It is critical that s/he understands the local market and economy. The candidate must be comfortable and competent being an integral and proactive part of developing relationships that lead to membership interest, retention and/or business opportunities, and is effective in orienting new members so that their initial experience with GHCC results in constant use of the Club. S/he must have the ability and acumen to expand the Club’s catering operation both to members and outside events to increase catering revenues and profitability.

He/she must possess great food and beverage skills with the ability to combine Green Hills first class facilities with excellent cuisine and service to provide a full-service offering to members and outside events. He/she must have the ability to foster a culture of genuine hospitality at the Club

Additionally, the new GM/COO 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 foundation of such success and this style must be a critical competency of the top executive. He/she must be able to clearly and intuitively “walk the talk,” exemplifying how to perpetuate a true top “Member Experience” commensurate with what should be one of the top family-oriented country clubs.

Also, critically important is for the GM/COO to have especially strong and verifiable financial skills and acumen. With the club’s near-term focus on improving the overall financial condition, the GM must be a very astute capital resource allocator. Effective communication skills, both verbally and written are also of high importance as s/he will be the primary communicator of important Club information.

INITIAL PRIORITIES OF THE NEW GM/COO

- Listen and observe while “learning and assessing” the operation;
- Get to know members and staff as quickly as possible, engaging them in a sincere and enthusiastic manner;
- Work closely with the Board, Committees, and senior management staff to ensure a full and complete understanding of GHCC, 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 GHCC experience, and its consistent delivery and execution of a positive, well-regarded product is a critical success factor;
- Understand the financial model, its history for implementation and need for adherence by all departments/managers, and clearly understanding how GHCC makes its financial projections;
- Focus on the two key elements to long-term success at GHCC---membership engagement and membership recruitment/retention.
- Capital project and renovation oversight, communication and management.
- Focus on increasing golf and pro-shop revenues while still offering members and their guests great value;
- 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 passionate staff who are sincere about serving the Club’s members.

Candidate Qualifications

- Significant progressive management experience in a well-regarded private club or similar hospitality environment, preferably with at least 5 years in a top executive role. Preferably, strong and verifiable experience in leading a dynamic, progressive, “family-centric” club environment with significant recreational and social activities and amenities. **NOTE: Those current Assistant General Managers or Club Managers at well-recognized clubs, with verifiable records of achievement, will be strongly considered for this role.**
- Experience with membership marketing, including developing onboarding programs.
- Use of metrics to understand existing member retention and who the “at risk” members are, along with proven techniques to minimize those losses.
- Demonstrated experience, improving programming and training, resulting in increased member satisfaction.
- A strong history of developing effective Board and Committee orientation programs and defining club governance roles.
- 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.”
- Experience with union workforces, contract negotiations, and knowledge of the NLRB is highly desirable.
- Possessive of solid and verifiable success in F & B operations, including the proven ability to inspire, train, and set standards; is creative and innovative, and generally regarded as having overseen a top tier F & B operation. Strong experience in working with the F&B team in developing new outside banquet business.
- Especially strong financial acumen, budgeting and presentation skills, along with an intuitive “ROI” mindset, being able to effectively communicate the vision behind the numbers.
- A true appreciation of golf, its history and how to deliver an exceptional “experience” to members and guests.
- A verifiable history of success in working in a volunteer, member owned organization, appreciating the need to gain consensus and “buy in” to well-conceived, majority interest objectives benefiting the long-term well-being of the organization. Having proven and demonstrable success in a strong committee culture is necessary.
- Experience working with the Board of Directors to develop strategic plans and process.
- A history of developing capital expenditure programs and priorities.
- A history of “mentoring” others to both develop their skills and to benefit the organization.
- Strong and polished personal presence with a desire to meet, interact with, and build strong relations amongst all constituents.
- A fundamental nature of 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.
- Vested experience with unions is a must two union contracts in place. GM will lead and negotiate all union agreements and interactions knowledge of the NLRB a must

GM also has the responsibilities for all marketing, human resources and clubhouse manager responsibilities.

The Club is strongly interested in the best candidates, regardless of where they currently live. The key attributes, as outlined above, include the proven ability to continue to elevate services, programming and execution of a well-defined “mission.”

Education: A college graduate, with Certified Club Manager (CCM) designation is highly desirable.

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.

Application

We prefer to have 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.

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)

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

Lead Search Executive:

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