

KOPPLIN KUEBLER & WALLACE

THE MOST TRUSTED NAME IN EXECUTIVE SEARCH AND CONSULTING

GENERAL MANAGER PROFILE: WESTWOOD GOLF CLUB HOUSTON, TX

THE GENERAL MANAGER OPPORTUNITY AT WESTWOOD GOLF CLUB

Westwood Golf Club (WGC) is a member governed, private golf club steeped in tradition as one of the oldest in the Houston area. The Club provides members with a classic golf-focused experience. The General Manager (GM) position at WGC is a tremendous opportunity for an individual who is passionate about leadership, team development, enhancing the Westwood brand, building strong relationships with members and staff, and seeing this family-friendly club continue to enhance its relevancy and position in its members' lives.

WESTWOOD GOLF CLUB AND COMMUNITY

Westwood Golf Club, originally founded in 1928 as Westwood Country Club, has the distinction of being the second oldest Private Golf Club in Houston on its original site. The Club was founded by thirty prominent families with the desire to promote the spirit of brotherhood among its members by supporting and maintaining a private club for the promotion of outdoor life.

The Club is a short drive of 10 to 15 minutes from Downtown, Greenway Plaza, the Galleria, West University, Bellaire, the Medical Center, Memorial, and many other central Houston locations. Westwood provides its members and guests the classic golf club experience, without distraction and cost of non-golf related activities and surrounding real estate development. It is a member governed and operated Club via a member-elected Board of Governors.

Westwood Golf Club has a family-friendly atmosphere. All memberships are Family Memberships with no age, skill or gender restrictions on tee times, unlike most private clubs in the area. The club offers extensive golf instructional programs taught by PGA Professionals on technique and etiquette for golfers of all skill levels. Membership is limited to 350, the smallest inside the Beltway, ensuring accessibility by members and their guests.

The original design, by noted Texas golf professional and architect John Bredemus, was nine holes. In 1957 the Club commissioned Ralph Plummer, former assistant to Bredemus, to redesign the original nine holes and add a new nine holes. In 2002 the members decided to re-establish Westwood as one of the premier private golf clubs in Houston. Keith Foster was selected to redesign the golf course into a traditional parkland style, utilizing the natural beauty of the land and existing trees to form a challenging golf course that would stand the test of time. Along with reconstruction of the golf course, the clubhouse and maintenance facilities were demolished and relocated to conform and augment the new design. A world-class practice facility was also created, which includes a spacious driving range, an 8,000-sq. ft. putting green, a short game and a designated practice area.

Completed in 2011, the well-appointed but efficient, 13,000 square foot state-of-the-art clubhouse includes a golf shop, bar lounge and mixed grill, private dining room, board room, men's locker room and lounge, women's locker room, and outdoor patio overlooking the 9th and 18th greens.

WESTWOOD GOLF CLUB VISION STATEMENT

Westwood members seek the exclusive golf club experience that is reminiscent of fine clubs with a smaller membership.

WESTWOOD GOLF CLUB BY THE NUMBERS

- 176 Regular members; 341 all categories
- \$25,000 Initiation fee
- \$8,100 Annual dues
- \$3.15M Gross volume
- \$2.39M Annual dues volume
- \$186,200 F&B volume
- 95% ala carte/5% banquet
- \$1.28M Gross payroll
- 25 Employees – busy season; 13 Employees – slow season
- 9 Board members
- 54.6 Average age of members
- 18,222 approximate rounds played annually, with club open year-round

WESTWOOD GOLF CLUB WEB SITE: www.wwgolfclub.com

GENERAL MANAGER POSITION OVERVIEW

The General Manager (GM) is responsible for supporting the mission and vision of Westwood Golf Club while at the same time helping to improve name recognition of this well-established club. This executive has operational management authority over the daily operations of the club, as well as establishing short and long term organizational goals, objectives, plans, and policies subject to approval of the Board of Governors of Westwood Golf Club. The General Manager's primary focus is to represent and serve the membership of Westwood Golf Club.

He/she is responsible for the financial and operational stability of the club and other external activities. Duties include direction setting, management of staff and all workforce issues as directed by the Board of Governors of Westwood Golf Club, including the focus on maintaining quality facilities, safety, services, and programs throughout all social and recreational offerings.

The GM reports directly to the Club President and is responsible for carrying out the Board's policies and vision. The Board of Governors is comprised of four officers: President, Vice-President, Secretary and Treasurer.

The GM directs a staff of 25 (FTE) team members in all departments during in-season, and 13 staff off-season. The GM has all club department heads reporting to him/her and will assume or delegate these duties and responsibilities if the department head is absent or disabled. The new GM will be leading a mostly long-tenured management team and will be tasked with modernizing management methods.

The GM will be a "thought partner" with the Board and committees and will help the Board arrive at a consensus on important matters by providing pertinent information. The GM also interacts with the Board to investigate more efficient operating procedures and new club activities and will also complete all responsibilities and duties as prescribed in the club bylaws and will perform other duties as directed by the Board of Governors.

PRIMARY RESPONSIBILITIES OF THE GM:

- Be a brand ambassador with a high level of transparency and integrity
- Evaluate the management team and make necessary modifications, if necessary, for the long-term improvement of the club.

- Implement processes to help build upon and improve the culture of the club as it relates to staff and members in all areas of service and club usage.
- Establishing a strong, collaborative relationship with the Board of Governors that is built on trust and transparency along with open communications. Work in conjunction with the Board of Governors, developing the strategy, objectives and operating plans for the club.
- Planning, directing, coordinating, and evaluating all activities of the club to ensure that it effectively carries out the members' objectives in the areas of House, Golf, Greens, Membership, Finance and Legal, as well as other areas the Board of Governors shall deem desirable.
- Attending Board meetings and is an ex officio member of all club committees.
- Delivering a traditional restaurant experience. Ensuring the existence of high quality cuisine, the offering of chef driven foods and top shelf wines, liquors and spirits, while ensuring superior hospitality, ambiance and service commensurate with a top-flight club experience.
- Continuing and building upon the positive member experience, culture, philosophy, and programs to maintain Westwood's long-standing positive reputation of the club in the region.
- Ensuring appropriate executive management practices to maintain fiscal responsibility and stability for the club, which includes the design, implementation, and function of effective financial planning that includes the preparation of annual budgets and control procedures.
- Seeking and capitalizing on opportunities for improving the club's present services to its members and their guests.
- Directing and overseeing the growth and development of the staff and workforce in all departments and maintaining a working knowledge and compliance of applicable federal, state and local laws and regulations, as well as other policies and procedures to ensure adherence in a manner that reflects honest, ethical, diverse, and professional behaviors.
- Maintaining disaster and emergency plans and systems and ensuring that club personnel are trained and rehearsed in correct disaster and emergency procedures.
- Be "Visionary." Ensure Westwood Golf Club is constantly evolving, and the GM must have the ability to blend changes that are required by the progressing and balancing of needs of the new and younger members with the long-standing traditions of a 90-year-old club.
- Attending educational meetings and annual conference of the Club Managers Association of America (CMAA).

CANDIDATE QUALIFICATIONS

The candidate should have a minimum of 3-5 years of progressive management experience in a well-regarded hospitality venue.

The ideal candidate should possess exceptional financial and budgeting acumen, as well as the energy and genuine desire to interact with the membership on professional and hospitable levels. Demonstrated skills in brand building are essential. The candidate must have a proven record of strong operational management skills and will have an impeccable attention to detail.

A true appreciation of and experience in all the core activities of a golf course.

The successful candidate will possess a wide range of necessary leadership personality traits, knowledge, abilities, working norms, and skills necessary to effectively lead the organization:

- Charisma: possesses a seasoned, sound, savvy executive presence and magnetic leadership style.
- Action Oriented: enjoys working hard; is action oriented and full of energy for the things he/she sees as challenging; seizes more opportunities than others.
- Change Management: recognizes changing trends in the environment. Harnesses ongoing and updated tools to build organizational capacity and reliability. Engages staff and workforce through timely communication of

priorities and can make the right tradeoffs. Instills the right urgency to move organization toward continuing progress and new outcomes.

- Comfort around Volunteer Leadership: can comfortably interact with members; can present to members without undue tension and nervousness; understands how members think, work and present ambiguities; can determine the best way to get things done with them by talking their language and responding to their needs; can craft approaches seen as appropriate and positive.
- Decision Quality: makes good timely decisions; based upon a mixture of analysis, wisdom, experience and judgment; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; always sought out by others for advice and solutions.
- Developing Direct Reports and Others: provides challenging and stretching tasks and assignments; holds frequent development discussions; is aware of person's career goals; constructs compelling development plans and executes them; pushes people to accept developmental moves; will take on those who need help and further development; cooperates with developmental system in the organization; is a people builder and "multiplier."
- Execution: always achieves desired results; establishes clear goals, objectives and timelines for the team; holds self and team accountable; inspires a commitment to tasks and knows how to get things done; gets whole team aligned when necessary and knows how to "close the deal."
- Hiring and Staffing: has a nose for talent; hires best people available from inside or outside; knows where to search for talent; is not afraid of selecting strong people; assembles talented team members who work well together as a high-performance team.
- Humor: has a positive and constructive sense of humor; can laugh at himself/herself and with others; is appropriately funny and uses humor to tactfully diffuse tension; doesn't, however, make mistakes in areas requiring decorum.
- Innovation and Creativity: is good at bringing the creative ideas of others to market; has good judgment about what new things and suggestions will work; can facilitate team brainstorming; can project how potential ideas may play out to the club's advantage.
- Integrity: establishes and maintains the club's core values and guiding principles; works extensively on his/her trust building skills toward creating confidences; is genuine and authentic and capable of 'straight talk' communications at all times; is the consummate ambassador for the club in all settings; is a credible leader while maintaining the right 'service quotient' to the membership.
- Listening: practices attentiveness and active listening; has the patience to hear people out; can accurately restate the opinions of others even when he/she disagrees.
- Member Focus: is dedicated to meeting the expectations and requirements of the members and their guests; gets first-hand member information and uses it for improvements in products, programs and services; always acts with the members in mind; establishes and maintains effective relationships with members and gains their trust and respect.
- Patience: is tolerant with people and processes; listens and checks before acting; tries to understand the people and the data before making judgments and acting; waits for others to catch up before acting; sensitive to due process and proper pacing; and follows established process.
- Time Management: uses his/her time effectively and efficiently; values time; concentrates his/her efforts on the more important priorities; gets more done in less time than others; can attend to a broader range of activities.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- A Bachelor's Degree from a four-year university or college is highly desirable, preferably in Management or Business.
- In lieu of the degree, substantial private club or hospitality experience will be considered.
- Certified Club Manager (CCM) designation or PGA Class A preferred.

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.

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 Jay Hurt, President** and clearly articulate why you want to be considered for this position at this stage of your career and why WGC and the Greater Houston area will be beneficial to both you and the Club if selected.

Expressions of interest in this manner should be conveyed to our Firm no later than March 10, 2018. Interviews occur in April with the successful candidate likely in place in Spring 2018.

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 at: holly@kkandw.com

Lead Search Executives:

Thomas B. Wallace III, CCM, ECM
Partner, KOPPLIN KUEBLER & WALLACE
412-670-2021 (Cell) – Strongsville, OH
Tom@kkandw.com

Armen Suny
Search & Consulting Executive, KOPPLIN KUEBLER & WALLACE
303-570-2741 (Cell) – Monument, CO
Armen@kkandw.com