

GENERAL MANAGER/COO PROFILE: MONTEREY PENINSULA COUNTRY CLUB PEBBLE BEACH, CA

MISSION STATEMENT

As a nationally recognized and highly acclaimed private Club, our mission is to consistently exceed the expectations of our Members and their guests by providing nothing less than world class golf and social experiences.

CULTURE

Members of Monterey Peninsula Country Club gather for a golf and life-style experience like no other, with two top ranked golf courses set on 400 acres of forest, dunes and two miles of coastal landscape.

Bound together by their love of golf as well as differences in their backgrounds, experiences and interests, our Members value the opportunity to meet new people and develop long-lasting friendships in a setting marked by a most magnificent meeting of land and sea.

This socially active membership enjoys the camaraderie of their fellow members as they participate in a robust calendar of golf outings, special events and activities in a year-round climate.

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

Monterey Peninsula Country Club (MPCC) is a private club located in Pebble Beach and solely owned by its Members. The Club opened in July 1926 and was originally owned by Del Monte Properties until June of 1959 when the Members of MPCC purchased the Clubhouse and 422 acres of prime land for the sum of twenty dollars.

Today, Monterey Peninsula Country Club's 749 Proprietary Members and 399 Non-proprietary Members enjoy the two championship courses and the ambience of the beautiful, spacious Clubhouse, Golf House and Beach House. The clubhouse is currently undergoing an \$11.7 million dollar remodel and expansion without a member assessment. This is scheduled to be completed in July of this year.

The Monterey Peninsula conjures up images of rugged coastline, breathtaking vistas, fragrant pine and cypress trees, and world class golf. Rich in history, with two world-renowned, 18-hole championship golf courses, a dynamic team of leaders, and a stellar membership, MPCC embodies the legend and spirit of the Monterey Peninsula.

The Members and staff are proud of their club's beauty and history. The Bing Crosby Pro-Am Tournament was played on MPCC's Dunes Course for 18 consecutive years, beginning in 1947, and then shifted to the Shore Course in 1965 and 1966. The Crosby Pro-Am later returned to MPCC in 1977. In 2010, the AT&T Pebble Beach National Pro-Am, in conjunction with the Club and the Monterey Peninsula Foundation, agreed to include MPCC's Shore Course in its regular rotation. In 2013, the agreement was extended through 2020.

Dining and entertaining options abound at Monterey Peninsula Country Club and are considered among the finest on the Peninsula. The Club has seven separate dining venues in multiple locations, including the Grill, Loggia, Main Dining Room, Shore Shelter, Dunes Shelter, Women's Private Dining Room, and Men's Private Dining Room, along with the stunning Beach House, which is used for special events and private parties.

The current General Manager, Michael Bowhay, will be retiring after twenty-seven years; nineteen of those as General Manager, of dedicated service to Monterey Peninsula Country Club and the surrounding community. The Club is grateful for his guidance and stewardship throughout the years.

Monterey Peninsula Country Club is the proud recipient of several awards:

- Currently (2016-2018) ranked #65 (Shore Course) among America's 100 Greatest Golf Courses in *Golf Digest Magazine's* biannual rating survey.
- Platinum Club Award Recipient
- Emerald Club Award Recipient
- *Golf Magazine* awarded MPCC's Dunes Course the "Best U.S. Private Course Renovation" of 2016

MONTEREY PENINSULA COUNTRY CLUB BY THE NUMBERS:

- \$12.5M Annual dues volume
- \$25M Gross volume
- \$5.6M Food & Beverage volume
- \$13M Gross payroll
- 170 Employees (FTE)
- 52,000 rounds of golf annually

Please visit the website at: www.mpccpb.org

GENERAL MANAGER/COO POSITION DESCRIPTION

The General Manager/COO (GM/COO) shall be responsible for the proper management of all aspects of the Club's activities and relationships. It is understood the GM/COO will operate with broad communication and consensus of the Board. The GM/COO, in conjunction with the Board, will develop and implement the strategic plan of the Club. The operational policies and procedures required for successful implementation of the strategic plan are administered by the GM/COO. All employees of the Club are under his/her direction.

General Manager/COO direct reports include:

- Assistant General Manager of Operations
- Director of Finance
- Director of Greens and Grounds
- Director of Human Resources
- Head Golf Professional

General Responsibilities (Business Partner to Board and Committees). The General Manager/COO will:

- Be a "Thought Partner" with the Board as they continue to evolve and the GM/COO must have the ability to blend changes that are required by the progressing and balancing of needs of the 'new and established members' base;
- Provide proactive leadership to contributing constituencies (Board, Committees, Members and Staff) relative to key directions, programming, events and activities at the Club. Proactive leadership is also required in matters of policy, strategy, and operating plans and budgets;
- Lead the process of strategic planning, marketing and activities/services programming, ensuring that each of these areas of focus consider current and future membership input and demographics;
- Ensure that strategic issues are identified and strategic roadmaps developed for their resolution;
- Attend all Board and key Committee meetings, providing strategic leadership as a full business partner;
- Work closely with the President of the Board to set direction for the Club, the Board and the Committees;
- Raise issues of note with the Board and Committees, providing realistic observations regarding their impact, importance and further providing recommended solutions;
- Guide the Board and/or appropriate Club Committees positions on policy and strategy;
- Define clear outcomes and set clear expectations for Club success;
- Apply specific emphasis on consistently enhancing an extraordinary lifestyle experience for the Members and their guests;

- As the "face" of the Club, be highly visible to the Membership and guests with a hands-on approach, especially focused when the club is in peak operations;
- Be a "rules" enforcer whenever necessary;
- Be sincerely active and visibly interactive with Members and their guests on a regular basis, focusing on exchanging information and obtaining direct input relative to member satisfaction with programs, services, personnel, and products;
- Take responsibility for managing all of the key assets (physical and staff) to ensure consistently 'best in class' service execution and delivery in all operational areas;
- Represent the club as a recognized leader in the Del Monte Forest, water organizations, Pebble Beach Company, PGA and other major organizations in Monterey County and comport him/herself in a manner consistent with how the club aims to be perceived in the community;
- Identify, prioritize and manage current and future business and other risks;
- Successfully administer the 'business' of MPCC while meeting annual tactical and strategic goals and the Club's business and financial objectives; lead the preparation of annual operating and capital budgets;
- Maintain a sharp focus on the key priorities, goals and objectives that have been mutually established and reviewed in conjunction with the Board;
- Make necessary and sometimes bold decisions in the best interests of the Club;
- Oversee the execution of all necessary and relevant enhancements to procedures and operational strategies;
- Provide professional 'infrastructure,' consistent operating standards and execution;
- Assure a consistent, efficient, seamless daily operation of Club operations, providing Members and guests with an environment that meets the Mission of the Club;
- Act as the positive, upbeat leader of the Club, who intuitively exemplifies the standards of decorum and quality necessary to meet the Mission of MPCC, proactively leading the team to provide premier service and quality products;
- Carefully oversee and execute capital projects, ensuring that they are well-constructed, meeting both immediate and long-term needs, and are accomplished with appropriate controls and safeguards to meet financial projections;
- Ensure that MPCC operations conform with all applicable local, state and federal laws.
- Provide day-to-day supervision of significant strategic improvement and capital projects, as approved by the Board and Membership;
- Act as the primary oral and written communicator of necessary and important information for Members and Staff, and ensure all such information is conveyed in an articulate, well-conceived and well-written manner;
- Intuitively enjoy recognizing MPCC Members, their families and guests, and believes in the concept of sincere and engaged interaction.

CANDIDATE QUALIFICATIONS

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

KEY ATTRIBUTES

- A leader, capable of taking the club effectively and smoothly through a transition in senior leadership that will occur in the next 24 months.
- Provide proactive leadership in all operational areas.
- Is a visionary leader who has demonstrated the necessary skills to identify issues, recommend solutions and the confidence to express those ideas and present them convincingly to the Board.
- Has an understanding and appreciation for the game of golf - enjoys the game and has experience in providing leadership to those responsible for golf operations and course agronomy in well regarded golf clubs, country clubs, or golf resorts.
- Knowledgeable in "best practices" in top performing and high member satisfaction clubs. Having outstanding "transitional management" skills is highly desirable. Similarly, having a skillful approach to conflict management and resolution is ideal.

- Verifiable ability to attract, hire, develop and lead a high performing team of professionals and support staff, while setting and maintaining standards of performance, implementing sustainable training protocols, and building a culture of ongoing accountability.
- Experience and knowledge in golf and grounds operations.

ADDITIONAL ATTRIBUTES

- **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.
- **Comfort around Volunteer Leadership:** can deal and 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 except 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;" leads with clarity and vision.
- **Execution:** has the intellect and stretch to encompass strategy as well as tactics/execution management; an executive/leader with vision and breadth as well as a capable manager; 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; achieves results by leveraging others, delegating effectively, and not needing to drive everything personally.
- **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 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/Flexibility:** practices attentiveness and active listening; has the patience to hear people out; can accurately restate the opinions of others even when he/she disagrees. Able to manage ambiguity and multiple constituencies comfortably; capable of managing conflicting constituencies while still moving ahead and maintaining positive relationships.
- **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.
- **Interpersonal relationship building** – of Staff, Volunteer Leaders, and Members.
- **Servant Leadership** - knows their role is to support the people who work for them in accomplishing their objectives, as well as serving the board and those who employ them, i.e. the members.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- A Bachelor's Degree from a four-year university or college is preferred with an emphasis in Hospitality Management.
- Certified Club Manager (CCM) designation is 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.

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 Nan Fisher: nan@kkandw.com

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