

**DIRECTOR OF CLUB OPERATIONS (DOCO) PROFILE
AUGUSTA NATIONAL GOLF CLUB
AUGUSTA, GA**

“The supreme quality of leadership is unquestionably integrity.”

Dwight D. Eisenhower, 34th President and one of ANGC’s most distinguished members

AUGUSTA NATIONAL GOLF CLUB

Established in 1932, by Robert Tyre Jones Jr. and Clifford Roberts, Augusta National is consistently regarded as one of the finest private clubs in the world. Home of the Masters, the Club facilities include a championship golf course, a par three course, four dining rooms, an extensive wine cellar, overnight accommodations for members and their guests, and a large array of support buildings for the Masters including Berckmans Place, a world-class hospitality venue.

Gross revenues, initiation fees and dues are not public information, but both top-line and bottom-line revenue of the Club would likely exceed that of any of the largest clubs in the country.

The Club is open seven days a week from October through May and closed in the summer. During the “off season” strategic planning and preparations are ongoing.

Augusta has a very favorable climate, is located close to Atlanta, the ocean, and the mountains and has one of the lowest costs of living of any city in the country.

Please visit the website at: www.masters.com

DIRECTOR OF CLUB OPERATIONS POSITION OVERVIEW

The Director of Club Operations (DOCO) shall be responsible for the proper management and execution of many aspects of the Club’s activities and operations. Working closely with the Senior Director of Club and Hospitality Operations, to whom he/she directly reports, the DOCO will be part of a highly engaged team of professionals that are dedicated to the continuous pursuit of excellence in all that they do! Clearly, nothing is broken at Augusta National, but the “pursuit of perfection is what they do every day” so this mindset and the ability to deliver on this philosophy will be critical for the new DOCO. Continuous focus on incremental improvement in service, personalization of the experience and collaboration and coordination will be of great importance to one’s success in this role. Unremitting refinement of concepts, execution and innovation are innate characteristics that the DOCO will need in order to be successful.

While there are Masters Tournament committees, there are no Club committees at ANGC, so the DOCO role is for an individual who is clearly self-motivated, has the ability to be a strong collaborator with other key professionals who serve Augusta National Inc., the primary corporate entity that ‘umbrellas’ over Augusta National Golf Club, the Masters Tournament and the Masters Tournament Foundation. Coordination and collaboration with every Senior Director and Director and/or their direct reports is critical, as is developing a keen understanding of and appreciation for each of the distinct corporate units and the culture at Augusta National.

The role is comprised of multiple facets---the traditional Club Operation where service is expected to be delivered in an exceptional and personalized manner; the Masters, where the DOCO will work closely on hospitality initiatives to support the sponsors, players, patrons, staff and concession operation; and the Masters Tournament Foundation that supports the Club’s “Grow The Game” efforts as well as the local community.

During the off-season months when the Club is officially closed, a large number of capital projects are undertaken with a strong need for planning in a very short window of opportunity. Further, during the season, is also the time when nearly 3,500 temporary employees are hired for the Tournament. These ladies and gentlemen support the operation of more than 30 dining facilities and 27 permanent kitchens.

Clearly, having exceptional organizational and time management skills is critical, as is the need to be masterfully detailed to ensure that the highest and most consistent delivery of all services is achieved.

Director of Club Operations direct reports include:

- Multiple Clubhouse Managers
- Special Events Manager
- Executive Chef
- Executive Housekeeper
- Berckmans Place Leadership
- More than 100 leaders hired for the Masters

The DOCO also will work closely with five Senior Directors and fourteen Directors.

GENERAL RESPONSIBILITIES

The Director of Club Operations will:

- Be naturally discrete, recognizing the need for confidentiality is paramount; must be able to work within a well-defined corporate culture with a large number of very successful executives.
- Possess a demonstrated ability to lead others by setting a great example, being very even tempered, poised, persuasive and humble.
- Apply specific focus on consistently enhancing an already extraordinary experience for the Members and their guests. Must have an impeccable “eye for detail.”
- Be a “Courageous Thought Partner” with the Directors and other key team members as they continue to evolve and enhance all operations and Tournament activities; having enough confidence to ‘hold his/her own’ while possessing enough humility to “know what you don’t know.”
- Recognize that “no dream is too big” when it comes to enhancing the operation and/or experience for the Members and their guests, the ability to conceptualize, articulate and, when appropriate, execute on such dreams is critical.
- Act as the positive, upbeat leader of the Club, who intuitively exemplifies the standards of decorum and has the experience necessary to meet the Mission of ANGC, proactively leading the team to provide world-class service and the highest quality in all that they do.
- Ensure that direct reports are performing at the highest level, holding them accountable as needed, as well as setting clear goals and objectives and providing the resources to achieve them.
- Provide proactive leadership to all constituencies with the ability to define key strategies, and then deliver on all initiatives for the Club.
- Assure a consistent, efficient, seamless daily operation of all Club operations, an operation where the goal is to exceed Member and guest expectations, each and every day.
- Be an outstanding communicator, both verbally and in writing, demonstrating a key grasp of the subject at hand, being comfortable in leadership and staff presentations is paramount.
- Ensure that strategic issues are identified and roadmaps are established for their development, execution and resolution.
- Raise issues of note with the Senior Director, Club and Hospitality Operations and other key stakeholders, providing realistic observations regarding their impact, importance, while providing recommended solutions when necessary.
- Be highly involved and present to the Membership and guests with a “hands-on approach,” especially focused when the Club is in peak operation.
- Recognize that the role requires an active presence, with a five to six day work week in-season, followed by an appropriate ‘rebalancing’ during the summer months when the Club is closed.
- Embrace the need to occasionally travel, both domestically and internationally, to represent ANGC in the global golf community.

- Represent the Club as appropriate in both the local and golf community, in coordination with the Masters Tournament Foundation.
- Successfully administer the business of ANGC while meeting annual tactical, strategic, business and financial objectives; actively participate in the preparation of annual the 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 Senior Director.
- Make necessary and sometimes bold decisions in the best interest of the Club.
- Provide professional guidance and oversight consistent with all operating standards and policies. Will be expected to partner with Human Resources on many staff related policies and initiatives.
- 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 all financial projections.
- Identify, prioritize and manage current and future business and/or opportunities.
- Ensure that ANGC operations conform with all applicable local, state and federal laws.

CANDIDATE QUALIFICATIONS

The successful candidate should possess a broad depth of leadership skills. Critically important is a confident leadership style, along with the industry knowledge, demeanor and the intellectual capacity to assist in leading this large, world-renowned hospitality organization.

KEY ATTRIBUTES

- **Integrity:** Consistently focused on maintaining the Club's core values and guiding principles; works extensively on his/her trust building skills toward creating confidence within the organization; is genuine and authentic and capable of 'straight talk' communication; is the consummate ambassador for the Club in all settings; is a credible, consistent leader at all times; must always display an intense commitment to do the right thing for the right reason, regardless of the circumstance.
- **Member/Service Focused:** Is dedicated to exceeding the expectations of the Members and their guests; gets first-hand Member information and uses it for improvements in all products, programs and services; always acts with the Members in mind; establishes and maintains effective relationships with the Members and gains their trust and respect; focused leader that always displays a "service heart" to both the membership and their fellow employees.
- **Humility:** Knows what he/she doesn't know and isn't afraid to ask. Is able to embrace the fact that the ANGC membership has a strong affection and respect for the staff, many of whom are very long tenured employees who report to the DOCO. An "in-check" ego is a must!
- **Self-Awareness:** Has the keen sense of his/her personal situation and recognizes the uniqueness of living and working in Augusta, GA and must have the willingness to embrace the quality of life in a medium sized community.
- **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, but is able to work within the framework of ANGC. Recognizes that the role at ANGC is "a marathon, not a sprint," and can calibrate appropriately. Has the innate ability to "roll up the sleeves" when necessary and is not looking to be the center of attention.
- **Decision Quality:** Makes good timely decisions based upon a mixture of analysis, wisdom, experience, common sense and judgment; most of his/her solutions and suggestions should turn out to be correct and accurate when judged over time; sought out by others for advice and solution; considered a subject matter expert in many areas.
- **Developing Direct Reports and Others:** Provides challenging and stretching goals 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; supports developmental programs in the organization; is a people builder and "multiplier;" leads with clarity and vision.

- **Servant Leadership:** Knows their role is to support the people who work for them in accomplishing their objectives and goals, as well as serving the membership at this truly unique, world-class Club.
- **Execution:** Has the intellect and vision to articulate strategy as well as tactical/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 the whole team aligned and focused around a common vision.
- **Hiring and Staffing:** Has a keen sense for talent; hires the best people available whether from inside or outside; knows where to search for talent for the long term, for both seasonal and Tournament needs; is not afraid of selecting strong people; assembles talented team members who work well together as a high-performing team; achieves results by leveraging others, delegating effectively, and not needing to drive everything personally.
- **Innovation and Creativity:** Is good at bringing creative ideas 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.
- **Listening/Flexibility:** Practices attentive 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.
- **Humor:** Has a positive and constructive sense of humor; can laugh at himself/herself and with others; when appropriate uses humor to tactfully diffuse tension; does not, however, make mistakes in areas requiring decorum.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

A Bachelor's Degree from a four-year university or college is required with an emphasis in Hospitality Management.

Certified Club Manager (CCM) or similar industry designations showing commitment to continual improvement and education are preferred.

SALARY AND BENEFITS

Salary is open and commensurate with qualifications and experience. In addition, the Club offers a bonus and an outstanding benefit package including both a 401K and pension plan, along with customary CMAA benefits.

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, clearly articulating your "fit" with the profile and the above noted expectations and requirements is necessary.
- Your letter should be addressed to Mr. Jim James, Senior Director, Club and Hospitality Operations, and clearly articulate why you want to be considered for this wonderful opportunity at this stage of your career and why ANGC and the Augusta, GA area will likely be a "fit" to you, your family and the Club if selected.
- Expressions of interest in this manner should be conveyed to our Firm no later than July 15th. Interviews are expected to occur in late July with the successful candidate likely in place in late September 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 Patty Sprankle: patty@kkandw.com

Search Executives:

Kurt D. Kuebler, CCM
Partner, KOPPLIN KUEBLER & WALLACE
561-747-5213 – Jupiter, FL
kurt@kkandw.com

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