

## GENERAL MANAGER/COO PROFILE CHILTON CLUB BOSTON, MA

### GENERAL MANAGER/COO OPPORTUNITY AT THE CHILTON CLUB

An exceptional opportunity exists – for candidates with a record of successful leadership and experience in premier food and beverage operations – at one of Boston’s finest city clubs. The Chilton Club, originally founded as a women’s club, located on Commonwealth Avenue in the heart of Boston’s historic Back Bay, is looking for a General Manager/COO to preserve the club’s storied history and traditions while maintaining its relevance and providing leadership into the future.

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

### CHILTON CLUB OVERVIEW

The Chilton Club is steeped in Boston history. It was founded in 1910 by ten prominent Boston women and named for Mary Chilton who is believed to have been the first female passenger to disembark the Mayflower. Pauline Revere Thayer (great granddaughter of Paul Revere) was the Club’s first president and one of the founding members.

The founders envisioned a Club that would be a retreat in the city featuring dining, nicely appointed overnight rooms, an assembly room, and a library. They purchased the building at 152 Commonwealth Avenue to serve as their clubhouse. Originally built in 1870, the building was remodeled by architect F.L.W. Richardson, son of the famed American architect H.H. Richardson. In 1924, the Club purchased the adjacent house at 150 Commonwealth Avenue. The two buildings were joined in 1926 and serve as the Club’s home today.

The Club has a wonderful, storied past and has many members (past and present) who have played important roles in Boston as professionals, academics, philanthropists, and artists. In the years since its founding, the Club has been host to dignitaries and heads of state, featured notable speakers on a myriad of topics, and has been a treasured resource for shared social, intellectual, and cultural pursuits. A vibrant social club for both women and men, it is within walking distance of Copley Square, the Boston Public Library, the Public Garden, Beacon Hill, public transportation, and even the Finish Line of the Boston Marathon. There is easy access to Boston’s renowned museums and historic attractions.

### CHILTON CLUB HIGHLIGHTS

- Excellent intellectual and cultural lectures, classes and Club events
- Superior food and beverage service for lunch and dinner in the elegant dining room
- Morning coffee daily, cocktail service, afternoon tea service
- Nine private rooms for entertaining
- 13 beautiful overnight rooms
- 42 reciprocal clubs; both national and international
- Ongoing renovation projects: Founders Room and Living Room recently completed. Library to be renovated this summer. Ongoing bedroom renovations; two per year.

### CHILTON CLUB DINING AND ENTERTAINING

Food and beverage hospitality is a cornerstone at the Chilton Club. A *la carte* lunch and dinner are served in the Main Dining Room; Monday through Friday from September through July.

Two floors of elegant rooms offer many choices for private entertaining; from intimate dinners to special occasions for over 200 guests.

## Private Rooms:

Founders Room	Seats 24
Dexter Room and Hall	Seats 30
Thayer Room	Seats 30
Sargent Suite	Seats 42
Ballroom	Seats 60
Gallery	Seats 120
Card Room	Seats 12
Governors Room	Seats 18
Library	75 for cocktails

The Club is closed each August for annual maintenance and staff vacations.

## CHILTON CLUB BY THE NUMBERS

- 880 Members
- \$7,500 Initiation fee
- \$3,091 Annual dues
- \$3.3M Gross revenue
- \$794K F&B volume
- 27 Employees (FT); 14 (PT)

## CHILTON CLUB ORGANIZATIONAL STRUCTURE

The Chilton Club is governed by a 21-person Board of Governors who may serve 2 three-year terms. The Club has 16 committees including Affiliated Clubs, Bridge, Building and Maintenance, Communications, Finance, Fine Arts, Flowers, House and Decorating, Library, New Members, Nominating, Program, Restaurant, Sampling the Arts, Membership Outreach, and the “Pauline Revere Thayer Memorial Pension Fund” committees.

## CHILTON CLUB MISSION STATEMENT

*The Chilton Club is a gracious Boston city club that promotes friendship and provides opportunities for shared social, intellectual, and cultural pursuits in an environment that is respectful and welcoming. With an appreciation of its traditions, the Chilton Club is committed to high standards in all aspects of club life.*

**CHILTON CLUB WEBSITE:** [www.chiltonclub.org](http://www.chiltonclub.org)

## GENERAL MANAGER/COO – POSITION OVERVIEW

The GM/COO of the Chilton Club embraces the history and traditions of the Club while ensuring that it remains relevant and positioned for a successful future. The GM/COO oversees all activities relating to its members, guests, and employees, and reports directly to the Board of Governors. The GM/COO provides careful and consistent financial oversight. He or she leads the staff in operating the Club with the utmost professionalism and an engaged commitment to quality and hospitality; thus ensuring maximum member and guest participation, engagement, and satisfaction.

**Management:** The GM/COO is the primary coordinator of budgeting, hiring, training, orientations and cultural immersion, and supervision of associates. He or she will therefore be using and applying relevant technology and necessary marketing techniques to drive member usage of food and beverage operations, assuring member and guest needs and desires are met and exceeded. Club member and guest satisfaction and enjoyment of the culinary and hospitality service experience at the Chilton Club are primary drivers to its overall success. A developed sense of genuine hospitality and an ability to instill this in the staff is a “must.”

**Service:** The GM/COO is responsible for the creation and implementation of a hospitality service culture: setting standards, processes, and ongoing training while providing leadership for managers and staff at the Chilton Club.

**Budgeting:** In addition to coordinating and supervising the management and administrative functions of the Chilton Club, the GM/COO will oversee the preparation of annual operating and capital budgets, supporting the strategic and tactical initiatives and expectations that he or she has established with the Board.

**Membership:** The GM/COO supports the Club's membership recruitment and retention efforts, although membership is "by invitation only" and is led by an active Membership Committee. It is critical that the GM/COO understands the local market and economy. The GM/COO must be comfortable and competent being an integral and proactive part of developing relationships that may lead to membership interest and/or business opportunities (banquets/events), and in effectively orienting new members so that their initial experience with the Club results in its habitual use.

**Communications:** The GM/COO must be an exceptional communicator, have adroit interpersonal skills and the maturity to instinctively know how to make members and guests feel that they are consistently treated in a gracious manner. Further, he or she must be able to communicate these expectations to staff with diverse backgrounds and promote buy-in, so they understand and execute to those expectations.

In addition, the GM/COO must possess strong working ability with technology, electronic communications, and social media to be used in such areas as member newsletters, brochure production, and electronic updates.

**Visibility:** The GM/COO is expected to be highly visible, present at the Club as its "face," and managing operations during regular business hours as well as during evening and weekend private party and club functions. Sincerely and visibly engaged leadership is paramount to success in this position.

**Strategic Planning:** The GM/COO proactively identifies strategic projects and business trends that are important to the long-term well-being of the Chilton Club and offers recommendations and solutions to the Board and/or appropriate Committees for consideration. The GM/COO, working closely with the Board, is most critically aware of club industry, economic, and membership-related trends that may impact the Chilton Club.

**Operations:** The GM/COO takes personal ownership of operations, being especially aware of the physical plant and overall presentation of the operation and the need to be consistently member ready in both appearance and service. Construction and renovation management skills are essential. The GM/COO is ultimately responsible for ensuring that appropriate safeguards are in place for all Club primary assets—membership and staff, amenities, artwork, furniture, and other assets—for physical safety purposes and the protection of Chilton Club information and intellectual property.

#### THE SUCCESSFUL CANDIDATE:

##### Leadership

- Provides sincere and visibly engaged leadership and interaction with the membership, their guests, and the employees of the Chilton Club. The GM/COO is a consistent and positive force behind the continuous enhancement of all aspects of the Club.
- Practices "no surprise leadership" by keeping the President and Board of Governors informed of all significant or potentially significant issues regarding staff performance, operations, and other club-related matters.
- Epitomizes a leadership style that values the compatibility and congeniality of the Club's membership and staff.

##### Innovation

- Develops creative and innovative ways of promoting the activities during normal and non-traditional times of the year; recognizing the Club's history of consistently raising the expectations of its members and guests, especially in the food and beverage operation. The GM/COO also assists in planning and ensures that special club events are well-conceived and executed.
- Is a catalyst with the Board of Directors for identifying new programs and services for members and guests that are designed to increase member usage and enjoyment.

## Staff Management

- Ensures that appropriately skilled and competent managers are in place for key positions and that each does the same in their respective areas of responsibility. Sets standards of performance with each manager for their respective departments and holds them accountable for maintaining these standards.
- Recognizes, respects, and supports the contributions of key managers and staff, many of whom have been a part of the Chilton Club for several years; celebrating their successes but also holding them accountable for achievement of agreed upon annual and more frequently determined goals and objectives.
- Assures that an effective orientation and on-boarding program is in place for associates along with consistent professional development and training.
- Places great importance on staff communication and understanding, especially as it relates to the Chilton Club's primary mission and goals; essentially being the protector and promoter of the Chilton Club brand. The GM/COO is continuously look for ways of improving staff knowledge, skills, and consistency in delivery by recognizing that a well-informed staff is respected, enabled, and more effectively able to meet member expectations
- Holds regular team meetings with his/her direct reports as well as with all service associates to ensure that expectations are regularly and clearly articulated and to keep them informed of necessary and relevant activities and expectations.
- Conducts regular performance appraisals and provides on-going feedback relative to performance to each direct report. Interacts with managers pursuant to the appraisal, discipline, and/or discharge, of their respective direct reports.
- Ensures that staff is focused on positive, supportive relationships amongst themselves and with the membership. The GM/COO understands that inappropriate behavior of any type is not tolerated in the workplace and takes proactive corrective action if needed. He or she further ensures that all managers are keenly aware and understand these same expectations and are consistently maintaining identical standards.

## Fiscal Management

- Ensures that effective control systems are in place to monitor and identify the flow of work, receipts and expenditures, and that all are accomplished with the highest degree of integrity and accountability.
- Is responsible for meeting sales, expense, and surplus goals as outlined and approved in the annual operating budget, to which he or she has been an active participant in creating.
- Clearly understands the financial metrics for successful attainment of goals and objectives in all areas of responsibility, and consistently reviews these expectations with his or her direct reports to ensure understanding and buy-in from those contributing to their attainment.
- Recognizes that quality food and beverage operations are primary drivers of the Club and, as such, need to be commensurate with Club expectations.

## Personal Qualities

- Clearly understands and enjoys recognizing Chilton Club members, their families and guests, and believes in the concept of sincere and engaged interaction.
- Is a primary, two-way conduit for information exchange, and must be consistent, positive and able to listen in this process. The GM/COO must be a true listener who places great importance on personal interactions with all constituencies of the Chilton Club. Gathering and disseminating information and data is critically important to help determine the long term, majority interests and desires within the Club, as well as promote Board initiatives and to dispel incorrect information from being passed among members and staff.
- Is responsible for ensuring frequent and ongoing communications with members regarding updates, issues, and upcoming marketing of events via email, letters, social media and monthly newsletters. The GM/COO is also responsible for gathering information and feedback from members via annual surveys and service and topic-specific mini-surveys.
- Builds relationships with other Club managers in the area and across the country to discuss common issues, understand industry trends, and share solutions.

## INITIAL PRIORITIES OF THE GM/COO

- **Research the Culture and Member Experience** – The GM/COO will sincerely and significantly engage members, guests, and staff. The GM/COO learns member names and listens to their comments and concerns and suggestions to implement appropriate and necessary improvements. The GM/COO also earns the respect and trust of the Board, members and staff.
- **Oversee Daily Club Operations** – The GM/COO will clearly define the standards of delivery and execute to those expectations, while ensuring that processes for hiring, training, and retention of key staff are in place to achieve consistency of best-in-class performance throughout all operations and programming. This includes being physically present at the club and always working toward top-notch facilities and immaculate grounds.
- **Provide Stewardship of Financial Resources and Assets** – The GM/COO will ensure that the Club remains financially competitive within its peer group of clubs in the market. The GM/COO must be the catalyst for examining and forecasting service needs, ensuring a strong system of metrics where needed, and consistently monitoring them to ensure a proactive, solutions-based approach with the Board and staff.
- **Communicate, Communicate, Communicate** – The GM/COO provides ongoing, transparent communication on club operations to the Board; regularly communicates with Committee Chairs; oversees regular communications to the membership, solicits member feedback, and enables constant, two-way communication with staff.
- **Become a Courageous Thought Partner** – The GM/COO will provide the Board with current information on club and governance best practices and trends through networking and education within the club industry – both locally and nationally.
- **Develop a Strategic Plan** – The GM/COO will be a catalyst for initiating the strategic planning process to identify needs and set financial, membership, and other necessary goals as well as develop an action plan to achieve them. He or she will then work with department heads and staff to achieve those goals.
- **Focus on Member Development** – The GM/COO will work with the staff and relevant committees to identify current and future member needs, grow programming and operations to fulfill those needs to provide increased member attraction and engagement.

## CANDIDATE QUALIFICATIONS

- A minimum of seven years of verifiable, progressive leadership and management experience in an active, first-class, hospitality environment. Assistant General Managers and Club Managers at larger clubs, with verifiable records of achievement, will be considered for this role.
- Exceptionally strong communication and facilitation skills, both written and verbal, with an appropriate personal presence, and a desire and ability to interact effectively with diverse constituencies including members, staff, vendors, and others who are part of the success of the Chilton Club.
- A verifiable career track that demonstrates a record of tenure and commitment to previous employers.
- Strong leadership skills with verifiable strengths in team development, financial performance, quality food and beverage service and operations; exceptional member and guest hospitality service programming; strategic planning; project management; and most importantly the ability to consistently define and achieve goals and objectives.

## EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- A Bachelor's degree is required, preferably in Hospitality Management or Business. Other significant experience could be considered.
- CMAA's Certified Club Manager (CCM) designation is preferred.

## SALARY & BENEFITS

Salary is open and commensurate with qualifications and experience. The club offers an excellent bonus and benefit package including CMAA membership.

## 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.

**Your letter should be addressed to: Chilton Club Search Committee.** Clearly articulate why you want to be considered for this position at this stage of your career and why Chilton Club and the Boston area will likely be a “fit” to you, your family and the Club if selected.

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](#).

If you have any questions, please email Nan Fisher: [nan@kkandw.com](mailto:nan@kkandw.com)

[Click here](#) to upload your resume and cover letter.

**LEAD SEARCH EXECUTIVE**

Lisa Carroll

[lisa@kkandw.com](mailto:lisa@kkandw.com)

561-596-1123