



Candidate Profile

General Manager
Glen Eagle Golf & Country Club
Naples, Florida
www.gleneaglecountryclub.com



Organization

Our Mission: To offer an active, friendly, and enjoyable lifestyle by providing quality amenities, services, and facilities for our current and future members.

Our Vision: To be the best lifestyle value in golf and country club community living in the Naples area.

Centrally located just east of the heart of Naples, Glen Eagle Golf and Country Club provides an active, attractive, and friendly deeded golf community just east of downtown Naples and the beautiful gulf beaches and minutes away from Fifth Avenue South, Waterside Shops, and other attractions. Our community features 1,234 residences (924 golf, 310 social) around a beautifully designed Gordon Lewis 18-hole golf course complete with a clubhouse, four clay tennis courts, and bocce courts. Membership to the Club is mandatory within the community.

Glen Eagle members enjoy first-class golf, tennis and dining facilities staffed by friendly, caring professionals who are committed to maintaining the feel of a close-knit community surrounded by family and friends. The combined annual budget is \$7.3 million excluding reserves. The Club has annual Food & Beverage gross sales of \$1,216,000. Annual Golf Shop sales are \$151,000.

Position Overview

The General Manager will report to the Club's President and the Board of Directors and will be responsible for the organization's day-to-day operations and long-range growth and stability of the organization. The incumbent will direct and oversee the day-to-day operations of the Club, monitoring the quality of its staff, services, and amenities to ensure member satisfaction. The incumbent fulfills the role of the General Manager, exercising all duties customarily associated with such a position, including implementing sound fiscal policy, disciplined budgeting, effective staff management and solid operating practices. He or she is expected to provide meaningful input and perspective to the Board and its committees, regarding key issues, the competitive environment, club-industry trends and evolving organizational needs, all to ensure the Club's long-term stability and growth. The Club enjoys a very sound, strong financial position.

The GM will have unwavering adherence to the very highest standards of ethics, business-like practices, and the pursuit of service excellence.

Direct reports include Food and Beverage Director, Controller/Human Resources Manager, Executive Chef, Head Golf Professional, Golf Course & Grounds Superintendent, Member Services Associate, Administrative Assistant, Maintenance Supervisor and Seasonal Tennis Professional.

Specifically, the General Manager will:

- Possess the ability to inspire others to perform to the full scope of their positions, such as setting clear goals and expectations, coaching to provide exceptional member service with enthusiasm, with an eye toward continuous improvement.

- Be a great communicator with the members and staff, demonstrating a continual willingness to publish and inform to keep others well-informed.
- Create and maintain a desirable work environment in which management and staff are well-qualified, trained, and motivated to provide the highest quality service. An environment where positive behaviors are reinforced and rewarded.
- Ensure the F&B Department is well-equipped to deliver high-quality food/beverage offerings that are priced appropriately to meet annual budgets, assuring that service standards are at the highest level through training, coaching and continuous feedback - all with the goal of providing members and their guests a first-class country club dining experience.
- Oversee the activities, goals, and long-term objectives of the Golf Course Superintendent to ensure the course is maintained to the best possible standards, with capital resources appropriately designated to provide for long-term sustainability, playability, and maintenance of the course.
- Oversee the activities, goals, and long-term objectives of the Golf Professional to direct his staff to provide a top-notch country club experience for members including a well-managed, financially sound, and appropriately stocked Pro Shop, a courteous and efficient cart/starter staff, and a member-friendly and competent teaching staff.
- Manage the Tennis Department to provide a private country club experience for members with a courteous and efficient staff and immaculately well-maintained courts.
- Enhance the Club's relationship, communications and responsive to current members, and to effectively reach out to prospective members. Partner with Membership Director to attract new members. Maintain an "open door" policy to all members.
- Set and manage a balanced Operating Budget for approval to the Board prior to the beginning of the fiscal year. Continuously monitor and scrutinize the use of operating funds, the pricing of amenities and the pace of raising costs, holding departmental heads accountable for the income and costs relative to their departmental goals and objective.
- Set and manage a Capital Budget that appropriately prepares the Club for needed replacements, renovations, and repairs, ensuring that the Club assets, facilities, and equipment are always maintained in prime condition.
- Be technologically proficient, helping the Club to further advance its communications and continuous feedback from members. Leverage technology to provide cost effective operations and member services wherever possible.
- Bring industry standards and understanding of best practices for Board members and staff.

Responsibilities

Member Responsiveness

- Be a confident and diplomatic spokesperson for the Club, fostering a climate of hospitality for all members and guests. Be visible, approachable, and available to both members and staff, engaged in all aspects of the Club.
- Ensure that relevant, up-to-date systems of communication technologies are being implemented for members and for staff with a goal of enhancing operational efficiency, security, and member service.
- Interact with members daily, actively soliciting member opinions and input on the Club's facilities and services to promote the Club. Visibility and accessibility to members are paramount. Respond to member complaints in a timely fashion and report significant issues to the President.
- Be knowledgeable of methods and value of gaining Member feedback (survey, comment card) techniques to focus the Club on continuous improvement of services.
- Be the Club's industry leader bringing recommendations of industry leading standards to the Board of Governors and Department Heads on a regular, on-going basis. Participate in local and national industry groups such as CMAA.

Financial Management and Controls

- Develop the Club's annual operating and capital budgets in coordination with the Finance Committee, the Controller and all Department Heads.
- Operate the Club within the boundaries of approved budgets. Use and share accounting system executive dashboard to help guide decision making process.
- Monitor the monthly financial performance of each department to ensure that controls are in place, variances are accurately explained, and emerging cost, margin, usage, and participation trends identified.
- Hold department heads accountable for meeting their annual budgets. Report to the Board your analysis monthly.
- Establish and monitor Club compliance with all purchasing policies and procedures.

Staff Administration

- Emphasize a "member first" culture that encourages member patronage and maximizes the use of the Club's facilities.
- Maintain a working environment that promotes exceptional service delivery and fosters supportive relationships among employees, managers, and the membership.
- Be a team-builder, develop professional staff and create a succession action plan for critical roles.
- Mentor, train and develop key staff to perform at the highest level possible.
- Ensure that strategic goals and operating objectives, developed in conjunction with the Board, that are defined, communicated, understood by staff, implemented, and evaluated on a continuous basis.
- Set standards for recruitment, hiring, training, supervision, and the timely evaluation of the entire Club staff, with the active input and administration of direct reports.
- Administer compensation/benefits to direct reports within the constraints of the annual budget.

Operations

- Staff and maintain appropriate systems to facilitate the day-to-day administration of the organization as an efficiently operating "high-end" club.
- Ensure that the Club operates in accordance with applicable local, state, and federal laws.

Strategic Planning and Marketing

- Monitor developing industry trends and incorporate best practices into operations.
- Create and recommend new programs, initiatives, and marketing/sales programs to generate new memberships and to retain existing members.
- Develop and administer an evolving business marketing plan in conjunction with the Membership Committee.
- Understand and helps develop membership programs that will grow the membership over the next three years.

Requirements

The General Manager will be the consummate professional, well-versed in all facets of Club administration. He or she will have a proven background as a leader and demonstrated accomplishments in effectively managing club operations. The GM will also have a track record of effective relationship and partnering skills with the Club's Board of Directors.

- A minimum of four years as a General Manager, Assistant General Manager in a comparable club is preferred. Candidates will have a working knowledge of all facets of private club operations with strong emphasis on:
 - Staff leadership, development, and team building
 - Financial management
 - Food and beverage management
 - Vision and strategic planning
 - Member service, retention, and growth

- The ability to attract, build, train, mentor and lead a talented and cohesive staff to effectively manage a diverse staff of accomplished and dedicated professionals. Food and beverage training and service skills are critical with the ability to realize tangible results.
- A Hospitality or Business Management or related degree preferred.
- The CCM designation preferred.
- Experiences at a member-owned club preferred.
- Impeccable and verifiable references. All candidates will be subject to a thorough background review and testing.
- Management of complex capital projects preferred.

Competitive Compensation & Benefits

- A base salary commensurate with experience
- Professional dues and education expenses with the emphasis on continuing education
- 401k and Long-Term Disability
- Standard club executive benefits to include health, dental, vision, and life insurance
- Relocation assistance if needed

Professionals who meet or exceed the established criteria are encouraged to contact:

GSI Executive Search, Inc.

Ned Welc
ned@gsiexecutivesearch.com
440-796-7922