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GENERAL MANAGER PROFILE: SYCAMORE HILLS GOLF CLUB FORT WAYNE, IN

THE GENERAL MANAGER OPPORTUNITY AT SYCAMORE HILLS GOLF CLUB

An amazing opportunity exists for candidates with a successful track-record of leadership and high quality operations management at family centric club operations or high-end establishments in the hospitality industry. We are conducting the General Manager search for Sycamore Hills Golf Club and are in search of a General Manager who will elevate the club from good to great and demonstrate a management/leadership style that promotes a culture with an emphasis on new member recruitment, team development, organizational consistency, process and procedure development, and financial management skills while maintaining the highest levels of service for all club services and ensuring high levels of member satisfaction and retention of this Midwestern club.

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

FORT WAYNE AND COMMUNITY

Fort Wayne is Indiana's second-largest city and is a community deeply rooted in tradition. This charming city offers its residents a great opportunity for fitness, conservation, and recreation. There is a talented music and local art scene with many festivals. It is a host to three championship-winning minor league teams (hockey, basketball, and baseball), and has 86 parks offering playgrounds, splash pads, summer concerts and movies, youth programs, dog parks, hiking trails, and flower gardens. In addition, there is a Children's Zoo, art museums, a science museum, Theatres, a Botanical Conservatory, and even a Chocolate factory.

SYCAMORE HILLS GOLF CLUB OVERVIEW

Sycamore Hills Golf Club (SHGC) is located on the former estate of a prominent family in Fort Wayne, Indiana. The 18-hole Jack Nicklaus Signature golf course opened in 1989, is one of the only nationally ranked course in the state of Indiana, and has been included in *Golf Digest* magazine's Top 100 six times. This beautifully manicured course has mature trees, gentle hills, existing lakes, and the Aboite River flowing through it. The recently redesigned championship course has hosted numerous National Championships including two USGA Championships, three PGA Junior Championships, and three Web.com PGA Tour Playoff Championships.

Located at the north end of the driving range, "The Golf Academy" at Sycamore Hills is a 2,500 square foot state of the art building. It includes a putting/chipping green with a green-side bunker, year round access, and the finest video analysis equipment offered for golf lessons. It is currently ranked in *Golf Digest* Index's Top 75 Practice Facilities. The Golf Shop at SHGC has been part of *Golf World Business*' Top 100 Golf Shops ten times.

The clubhouse was recently renovated and it features a variety of dining areas for all occasions. Overlooking the golf course rooms include the Veranda for elegant dining, the Salon for a more intimate area with seating up to 40 guests, the large open air Pavilion, The Grill Room, and Grill Room Bar. The Board and Hearth rooms are the private business meeting areas that are equipped with audio visual amenities. The private Wine Room is another option for an intimate gathering.

CLUB VISION

- To provide a World Class golf experience for members and guests
- To provide a golf course that is consistently maintained in outstanding condition
- To provide outstanding service at ALL levels
- To provide members and guests with first class amenities
- To provide a sophisticated yet comfortable environment for all users of the club
- To host highly regarded championships that will enhance the reputation of the club and support the local community
- To build a greater national reputation and presence by attracting a larger national membership
- To provide this experience in the context of a “member friendly” environment
- To restore the reputation of Sycamore Hills to that of an exclusive club

SYCAMORE HILLS GOLF CLUB BY THE NUMBERS:

- 424 members
- 12,000 Rounds of Golf
- \$10,000 Initiation fee
- \$8,995 Annual dues
- \$4.9M Gross volume
- \$2.2M Annual dues volume
- \$1.9M F&B volume
- \$2.3M Gross payroll
- 50 Employees in-season; 50 off-season
- 4 Club Owners

SYCAMORE HILLS GOLF CLUB WEB SITE: www.sycamorehillsgolfclub.com

GENERAL MANAGER JOB DESCRIPTION

The General Manager (GM) is responsible for supporting the mission and vision of Sycamore Hills Golf 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 Ownership of Sycamore Hills Golf Club. The General Manager represents and serves the membership of Sycamore Hills 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 Ownership of Sycamore Hills 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 Ownership and is responsible for carrying out the Ownership’s policies and vision.

The GM is responsible for ensuring that the organization is in compliance with all state and federal regulations governing the operation of private clubs. The GM is expected to operate the Club as a first-class organization relative to all stakeholders, including the current membership and the employees. In addition, she/he is the Ownership’s liaison to the staff of the Club and, as such, allows the Ownership to focus on longer-term strategic issues and avoid short-term operational issues, which are the staff’s responsibility.

The GM will work closely with the Ownership’s agenda and to make certain that the Ownership have the appropriate reports and financial information it needs to monitor club operations, to understand its financial

position, and plan for future club needs. The GM will provide administrative and financial direction, will review adherence to operational goals, and the GM will be available for managerial counsel on all matters. The GM will work closely with the Ownership and the various department heads to ensure that the primary goal; a high level of membership satisfaction among the many constituencies is achieved.

The GM helps the Ownership arrive at a consensus about important matters by providing pertinent information and interacts with the Ownership to investigate more efficient operating procedures and new club activities. He/she will also complete all responsibilities and duties as prescribed in the club bylaws and will perform other duties as directed by the Ownership.

The GM will play a critically important role in maintaining and enhancing the spirit and culture of the Club, its membership and its employees. He/she will be a visible, warm and welcoming person who will be personally involved in the front of the house; both in terms of setting the tone and the training of employees and in being personally present at events, both big and small. The GM must understand and enhance the intangibles that make SHGC a unique environment in the world of private golf clubs. The GM will promote and represent the club on a local, Regional, and National level.

The GM directs a staff of 50 full-time team members in all departments year-round. The GM has all club department heads reporting to him/her, including Head Golf Professional, Director of Grounds Maintenance, Director of Food & Beverage, Bookkeeper, and Director of Clubhouse Maintenance. The GM will assume or delegate these duties and responsibilities if the department head is absent or disabled.

PRIMARY RESPONSIBILITIES OF THE GM:

- Establishing a strong, collaborative relationship with the Ownership and staff that is built on trust and transparency along with open communications.
- The GM oversees the Human Resources functions with assistance from Club Bookkeeper.
- Directs all communication to the members and public through Social Media, Club App, and email communication.
- In conjunction with the Ownership, developing the strategy, objectives and operating plans for the club.
- Planning, directing, coordinating, and evaluating all activities of the club in order to ensure that it effectively carries out the owners objectives in the areas of House, Golf, Finance, Membership, and Legal, as well as other areas the Ownership shall deem desirable.
- Attending Ownership meetings, and keeping ownership apprised of key club issues on an ongoing basis.
- Delivering fine dining restaurant experiences. 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 Sycamore Hills's long-standing positive reputation in the region.
- Must be comfortable and competent being an integral and proactive part of developing relationships that lead to membership interest and/or business opportunities and is effective in orienting new members so their initial experience with SHGC results in constant use of the Club.
- Is a catalyst for identifying new programs/services and enhancing current ones for members and their guests to increase club usage, member satisfaction, and member retention.
- 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.
- Establish and monitor compliance with purchasing policies and procedures.
- Oversee the care and maintenance of all the Club's physical assets and facilities.
- Coordinates work of all outside contractors.

- Analyze financial statements, manage cash flow and establish controls to safeguard funds by producing Monthly Financial Reports and Projections with written a Variance Report for the Ownership.
- Review income and costs relative to goals and take corrective action as necessary.
- Seeking and capitalizing on opportunities for improving the club's present services to its members and their guests as it relates to presenting them against the region's competitive marketplace.
- Directing, communicating 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 in order 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 a "Visionary." Ensure Sycamore Hills 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.
- Must possess excellent intuition and interpersonal skills and be confident in trusting their instincts
- Attending educational meetings and annual conference of the Club Managers Association of America (CMAA).

KEY ATTRIBUTES, SKILLS AND AREAS OF FOCUS

The successful General Manager will demonstrate:

- A natural leadership style that promotes staff and membership engagement.
- Ability to act as a "courageous thought partner" with the Ownership. Ability to build strong relationships while working to create a strong bond and communication exchange of diplomatic openness.
- Superior communication skills, exuding energy and creativity. Capable of building relationships with the members, the Ownership and all staff. Able to reach out to the community and represent SHGC at other local groups and regional clubs.
- Strong understanding of superb dining features and other food and beverage experiences that can be presented for the club members and guests.
- Effective financial management skills through development and oversight of the annual operating and capital budget.
- Continual visibility to members and staff as the face of the club.
- Strong leadership and strategic planning experience.
- Developing a strong team culture through good hiring, training and consistent communication.
- *Developing Direct Reports and Others:* provides challenging and stretching tasks and assignments for personal/professional growth; holds frequent development discussions and follows through appropriately; is aware of a person's career goals; constructs compelling development plans and executes them effectively; pushes people to accept developmental moves; will mentor those who need help and further development; cooperates with developmental system within the organization; is a people builder and "multiplier."
- *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 is able to make the right tradeoffs. Inspires the right amount of urgency to move the organization toward continuing progress and new outcomes.
- *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 evaluated over time; always sought out by others for advice and solutions.

- *Execution*: continually 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.”
- *Innovation and Creativity*: is good at bringing the creative ideas of others to market; has good judgment and insight about what new things and suggestions will work; can facilitate team brainstorming; can project how potential ideas may play out to the clubs 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 decision 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.

CANDIDATE QUALIFICATIONS

- A minimum of 3 - 5 years of verifiable, progressive leadership and management experience in an active, private member focused club environment. NOTE: Those current Assistant General Managers or Club Managers at well-recognized clubs, with verifiable records of achievement, will be considered for this role.
- A verifiable career track that demonstrates a record of tenure and commitment to previous employers, and that career moves were for enhancement of skills and experiences as opposed to ‘unplanned’ career changes.
- Strong general leadership skills with verifiable strengths in team development, financial performance, diverse recreational amenity management (golf, family activities and others are especially desirable), quality food and beverage programming, exceptional member/guest 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 from a four-year university or college is highly desirable, preferably in Hospitality Management.
- In lieu of the degree, substantial private club or hospitality experience will be considered.
- Certified Club Manager (CCM) designation 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.

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. Rick Rifkin, Search Chair, of Sycamore Hills Golf Club, 11836 Covington Road, Fort Wayne, IN 46814, and clearly articulate why you want to be considered for this position at this stage of your career and why Sycamore Hills Golf Club in the Fort Wayne 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](#).

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

If you have any questions please email Holly Weiss: holly@kkandw.com

Lead Search Executive:

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