



**“GREAT LEADERS
RUN GREAT MEETINGS”**

How to Improve Productivity

NETWORKING



TEACHING
CLUBHOUSE MANAGERS,
ASSISTANTS AND STAFF
HOW TO EXCEL
IN ANY KIND OF MEETING

Lead a Meeting

Prepare for a Meeting

Attend a Meeting

Follow up after a meeting

Professionalism

Being Professional, confident and prepared for meetings improves your image and respect with your staff, members, colleagues or Governors.

The Typical Professional/Manager Attends over 60 meetings per month



HABITS OF HIGHLY EFFECTIVE MEETINGS

1

AGENDA

- Written Agenda in Advance
Pay Attention to the Details of the Agenda
- Be specific on who is to lead discussion for the agenda
- Time Parameters of each Agenda discussion topic
- List Attendees Invited on Agenda
- Make sure meeting space, environment supports the meeting rather than become a distraction example skype interviews
- 39% of staff/member attending space off if meeting wavers off agenda

CONWAY FARMS GOLF CLUB | BOARD MEETING AGENDA



Tuesday, July 24 | 5:00 p.m. – 7:30 p.m.
Dinner to follow the meeting

*APPROVAL OF 2018 JUNE BOARD MEETING MINUTES

Time Parameters of each
Agenda discussion topic

Be specific on who is to
lead discussion for the
agenda

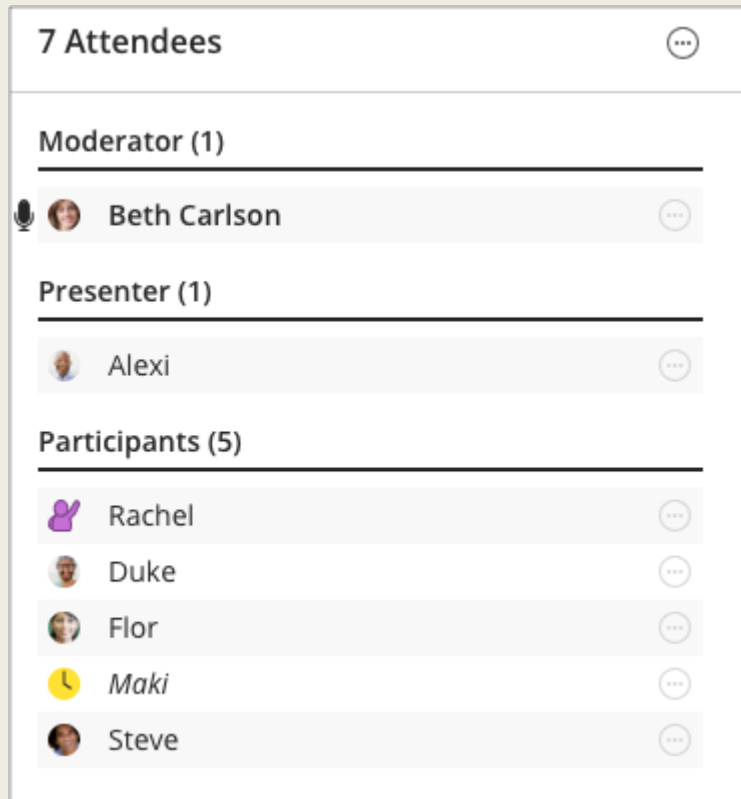
Drill down to the topics
of each line item to be
discussed

	<u>PRESENTER</u>	<u>DISCUSSION POINTS</u>
5:00 pm – 5:15 pm	PRESIDENTS REPORT Roger Manka	<ul style="list-style-type: none"> • Approval June Board meeting minutes • Update
5:15 pm – 6:15 pm	IRRIGATION CONSULTANT Brian Vinchesi	<ul style="list-style-type: none"> • Irrigation
6:15 pm – 6:30 pm	GREEN REPORT Connor Healy	<ul style="list-style-type: none"> • Course Update • Bunker/Reshaping/Irrigation/ (*Bob Jozwiak Chair)
6:30 pm – 6:45 pm	GOLF REPORT Jeff Mory	<ul style="list-style-type: none"> • Golf Operations Update
6:45 pm – 7:00 pm	FINANCE Bob Westropp/Todd Marsh	<ul style="list-style-type: none"> • Finance Update
7:00 pm – 7:15 pm	TODD MARSH	<ul style="list-style-type: none"> • COO Report
7:15 pm – 7:30 pm	MEMBERSHIP Eric Sigurdson	<ul style="list-style-type: none"> • Membership Approvals • Membership Metrics

Please let Todd Marsh or Robin know if you will NOT be attending.

2

REVIEW ATTENDEE LIST



7 Attendees

Moderator (1)

Beth Carlson

Presenter (1)

Alexi

Participants (5)

Rachel

Duke

Flor

Maki

Steve

- LinkedIn Attendees

- No surprises research

- Make notes so you can remember names - Names are a must

MANAGE THE MEETING BY THE CLOCK IF YOU ARE THE LEADER

3



- Start on Time!!
Legendary Vince Lombardi
“If you are five minutes early you are already ten minutes late”
- Analyzing data of more than two million responses, they determined that 2:30 p.m. on Tuesday is the single best time to schedule a meeting. Not too early not too late in both the day and the week
- After an hour of the meeting it is safe to say you have lost half of the attendees.
- Stay on time with the Agenda
- If your running the meeting-be crystal clear on your goals of the meeting
- Be quiet and let others speak (If you lead with your opinion-you’re likely going to see a lot of nodding heads)
- End on Time

PREWIRE IMPORTANT TOPICS AND DECISIONS

4

Reach out to committee members ahead of time if you need to educate or show data or analysis of events, tournaments or financials etc.

Stay out of the politics!! You need to understand how to work through the politics.



End the meeting on time and with an action plan.

With the action plan don't assume staff knows who is responsible. It is important to clarify roles and expectations.

5

FOLLOW UP ON THE MEETING



Best Impression is to call those who couldn't make the meeting

Then email minutes out with bullet points within 72 hours of the meeting

Take notes for yourself during the meeting

Outline your next steps before second meeting

Keep meeting information **Confidential**

Make sure you date and file all minutes

Agenda discussion topic

GOLF COUNCIL SYMPOSIUM DISCUSSION NOTES

CMAA CONFERENCE 2018

Monday, March 5th, 2018 - Nob Hill Room

AGENDA TOPIC	TOPIC SPECIFICS	DISCUSSION
Welcome	Introductions	Benchmark Collaborate
Caddie Program	(RTJ), Kurt Seibert - Guest Speaker Compliance	Caddie conversation US Caddie Open and Association (USCA) TheUSCA.com Caddie Golf Tournament Assoc, Kurt Seifert (kseifert34@yahoo.com or 240-605-6136) Stands for growing program/junior caddie growth. Carry the game initiative A request for involvement was made through certification Making money off the back of contractor The career of a caddie and the retirement opportunities 401k for caddies Reasonable fees for clubs and caddies to join A goal to have future championship program The models are options/ Greg - CAP (Caddie Ambassador Program). Growing the game. Learn the game, community outreach introduction in schools.
Club Culture	Millenials "40 Something" Walking vs. Riding Use of Trolleys Philanthropy Foundations/ Scholarships	Club Culture Discussion highlighting ways to be creative in growing the game Walkable courses introducing trolley's Medinah - Combi ovens/food truck/ learning center - golf Baltustrol - Golf performance center- short game, putting studios, simulators, Scams putting lab Track man Range - monitor within Range facility.
Club Status	Raters Importance (Golf Digest, Platinum, Distinguished Club)	Golf Raters Golf Digest, Colin is highly supportive and recommends Golf magazine not good feedback from across the room Relationship and monitoring/ leading them is important. Credentials of raters are sent to the Club prior to booking tee time / white paper created on the Club's relationship with raters, present in some clubs to control the process. Kevin receives resume. Prior to arrival they are communicated with. Information on the Club is sent. There is always a follow up.
Service Industry	Millenials See Value in Serving Others Mgmt First...	Very little discussion
Security	Security Preparedness - Colin Burns (Active Shooter Training) Physical Plant Audit Cyber Security	Security Colin led the discussion. Incident occurred which forced Colin to make significant changes. A vehicle was used as the weapon traveling at high speed onto property and into member area Winged Foot, current program includes 60 cameras Car license fob for gate access Last year caddie issue - social media negative language. Last year all came through the Club 60 miles in an hour hit a stone flipped his vehicle. Is there a company that comes out and does an audit? Notes from Active Shooter session - share the information. Run don't hide. Re-train people from hunkering down for earthquake etc but shooters run. Cyber security - Cino company used by Kevin
Action Items		Questions that can still be answered: Research companys that provide security audits for clubs Share information in regards to any educational sessions that have been or are available (i.e. active shooter session) Identify or share cyber security findings based on Kevin's relationship with Cino company

Topic Specifics

Discussions

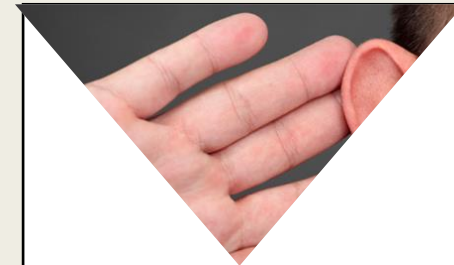
You are the participant in the meeting



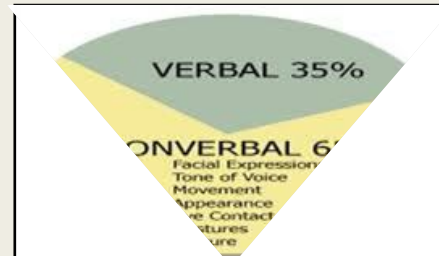
Complete
pre-work
requested
for you



Make sure you
are dressed for
the meeting
correctly



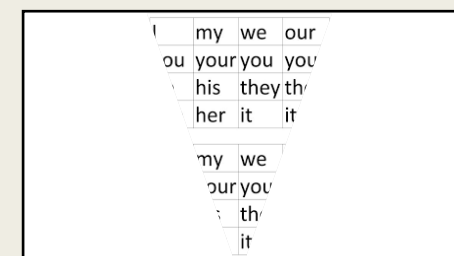
Take part in the
meeting, express
your ideas
but don't over
speak, listen first



Monitor reaction of
others and react to
verbal and
non verbal clues



Silence phone or
keep computer
screen to the right
document
(basic but respectful)



Avoid the use
of personal
pronouns



INEFFECTIVE MEETINGS – UGH!

WHAT MAKES A GOOD BOARD MANAGER
OR FOR THAT MATTER
A GOOD BOARD MEMBER?

GOVERNANCE

3

COURAGE, TOUGHNESS & COLLEGIALITY

To face up to hard & tough calls, you must be able to say
These qualities need to be in balance.

NO!



4

STYLE

Communicate and be transparent. Also be willing to collaborate and keep your emotions in check. Strong Interpersonal skills-Make your personal style fit the club-

5

SHAPING THE WORK CULTURE OR CLUB ENVIRONMENT- PERFORMANCE STANDARDS

How to Be Effective One-On-One in a

Meeting

with club staff or members



Have a schedule and stick with it

Share the conversation – please make it a two way street. Don't fall into the habit of just one-way delegation of tasks or communication

Be present – No phone or email interruptions, close your door to limit disruptions. Don't schedule back-to-back meetings if at all possible.

Manage to a structure. Needs to work with your personal style.

- What your staff member or member needs to raise with you.
- What you need to raise to staff and opportunity for feedback.
- Free time to discuss goals or accountabilities or next steps

HOW TO BE EFFECTIVE ONE-ON-ONE IN MEETINGS WITH CLUB STAFF OR MEMBERS

End With.....

A story, career
growth or goals

Take Notes
Both Parties
Important!



QUESTIONS

YOU'VE ALWAYS WANTED
TO ASK YOUR GENERAL MANGER

BUT HAVE NEVER ASKED