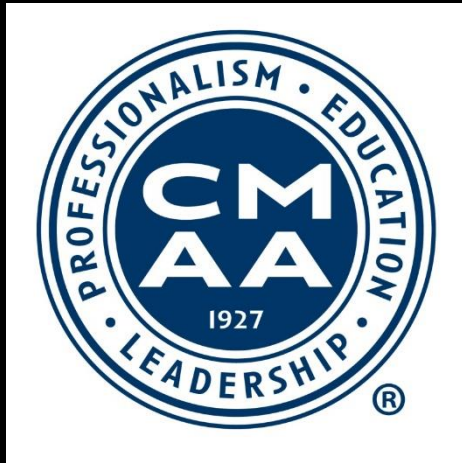


Shaping **YOUR** personal Future ...

Characteristics and Traits of **SUCCESSFUL** leaders



Michael Leemhuis, MA. Ed., CCM, CCE, PGA
Managing Director – The Collection

**YOU HAVE A
40 HOUR WORK WEEK?**



**I REMEMBER MY
FIRST PART TIME JOB**

A dramatic mountain landscape with a waterfall and a path. The scene is set in a valley with steep, rocky mountainsides. A waterfall cascades down a rocky cliff on the right side. In the foreground, a dirt path winds through a field of green grass and scattered dark rocks. The sky is filled with heavy, grey clouds, creating a moody atmosphere. The overall color palette is dominated by greys, greens, and blues.

Successful people ask better questions, and as a result, they get better answers.

Tony Robbins

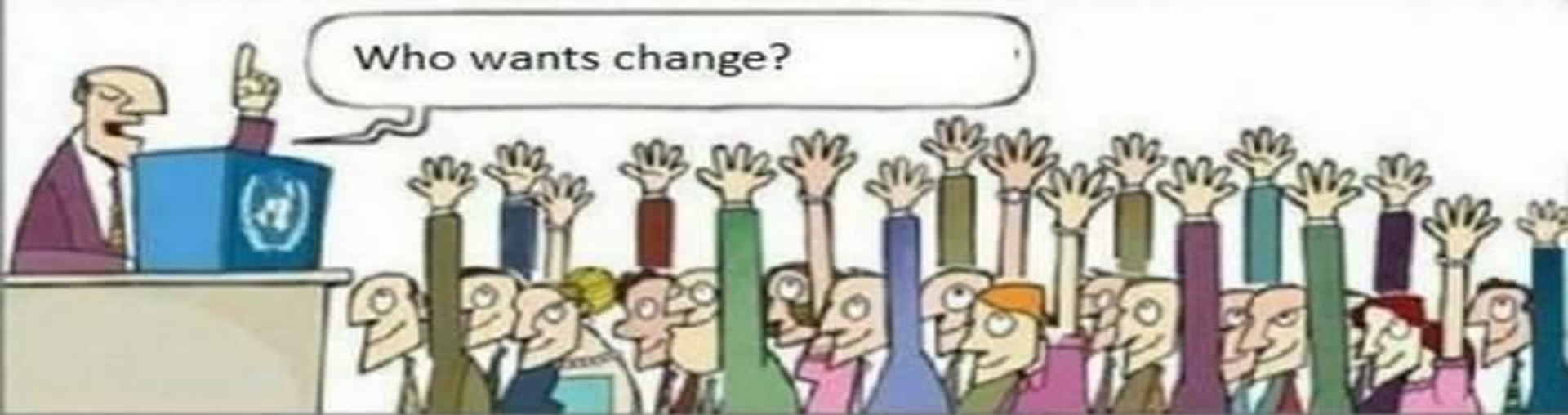
“

I NEVER
DREAMED
OF
SUCCESS.
I WORKED
FOR IT.

”

ESTEE LAUDER
#WISEWORDS

Who wants to be
“wildly”
Successful?



EVERYBODY WANTS
TO CHANGE THE WORLD
BUT NOBODY WANTS
TO CHANGE

What does

“**Success**”

mean to you?



SUCCESS



SUCCESS

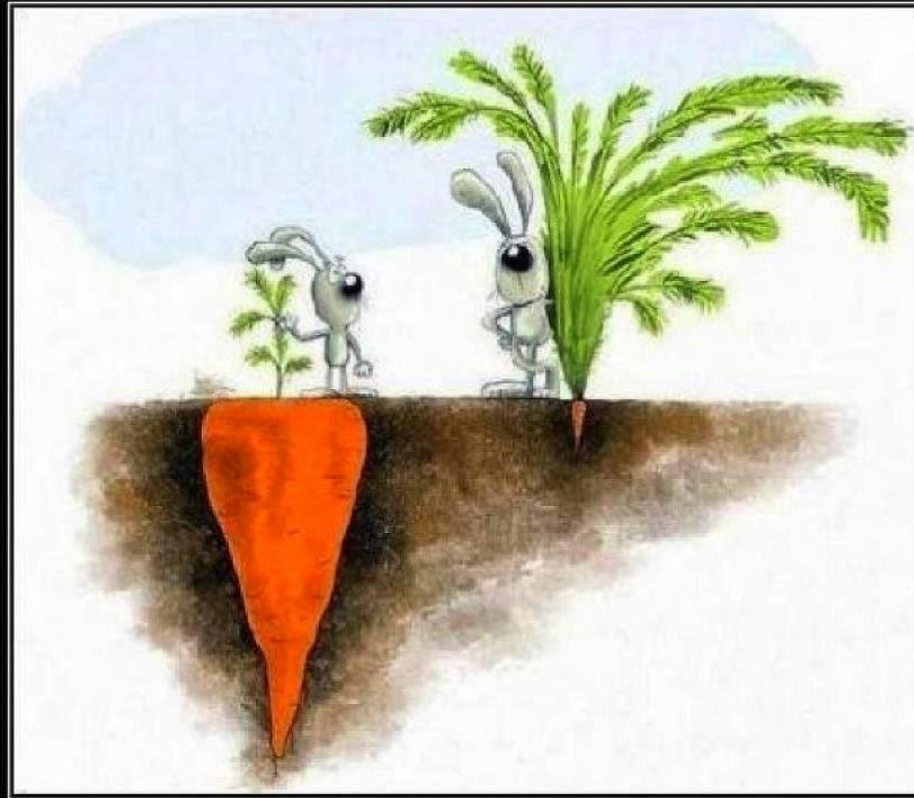




SUCCESS LEADERSHIP



Do **YOU** know what
Success looks like?



SUCCESS

it's not always what you see



Success is

stumbling from

FAILURE

to

FAILURE

with no loss of

enthusiasm

-Winston Churchill

SUCCESS



**WHAT PEOPLE THINK
IT LOOKS LIKE**

SUCCESS



**WHAT IT REALLY
LOOKS LIKE**

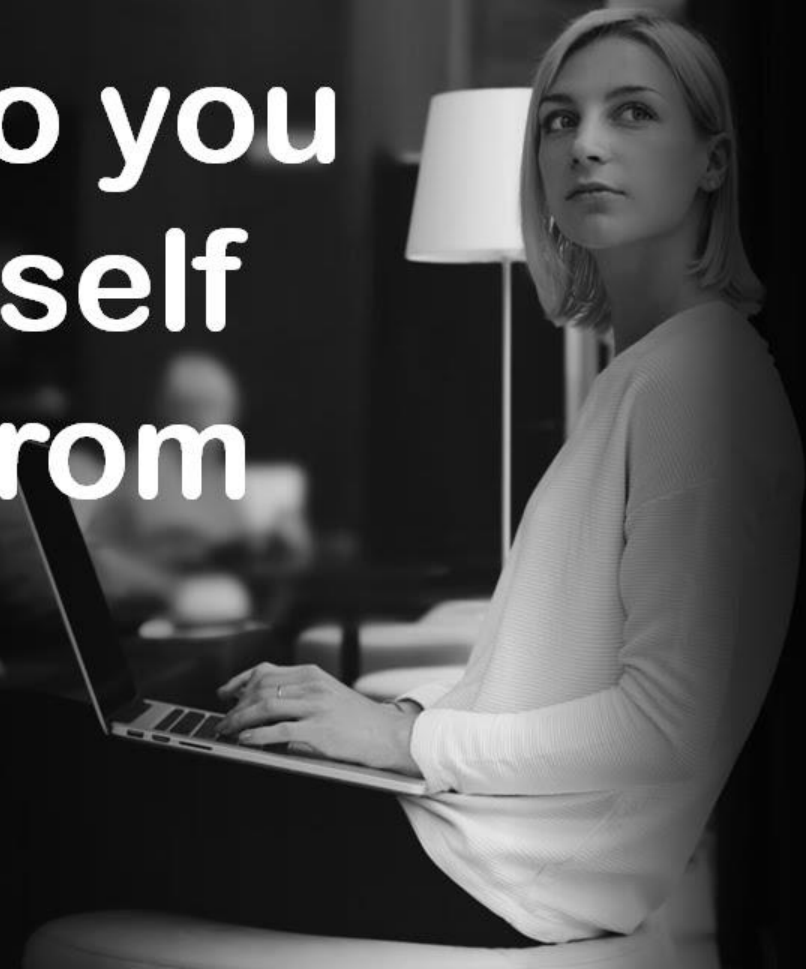
Success doesn't come to you,
YOU GO TO IT.

Marva Collins





**Where do you
see yourself
5 years from
now?**



**I have 2 Key
SUCCESS Questions
for each of you?**

1. Will you take **Action**?

THE KEY TO SUCCESS?

DO STUFF

2. Will you **Sacrifice**?

**SUCCESS IS JUST
OUTSIDE OF YOUR
COMFORT ZONE.**



LOMBARDI



“The difference between a successful person and others is not a lack of strength, not a lack of knowledge, but rather in a lack of will.”

Vince Lombardi

"Successful people are simply those with successful habits."

- Brian Tracy



WAN

ROBIN HOOD



My Definition of Success ... My Arrows?

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- **Husband ... Married for 36+ years**

My Definition of Success ... My Arrows?

- **Husband** ... Married for 36+ years
- **Father** ... 2 sons, Matt and Josh

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- **Masters Degree ... Sports Management**

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- **CMAA** ... CCM and CCE

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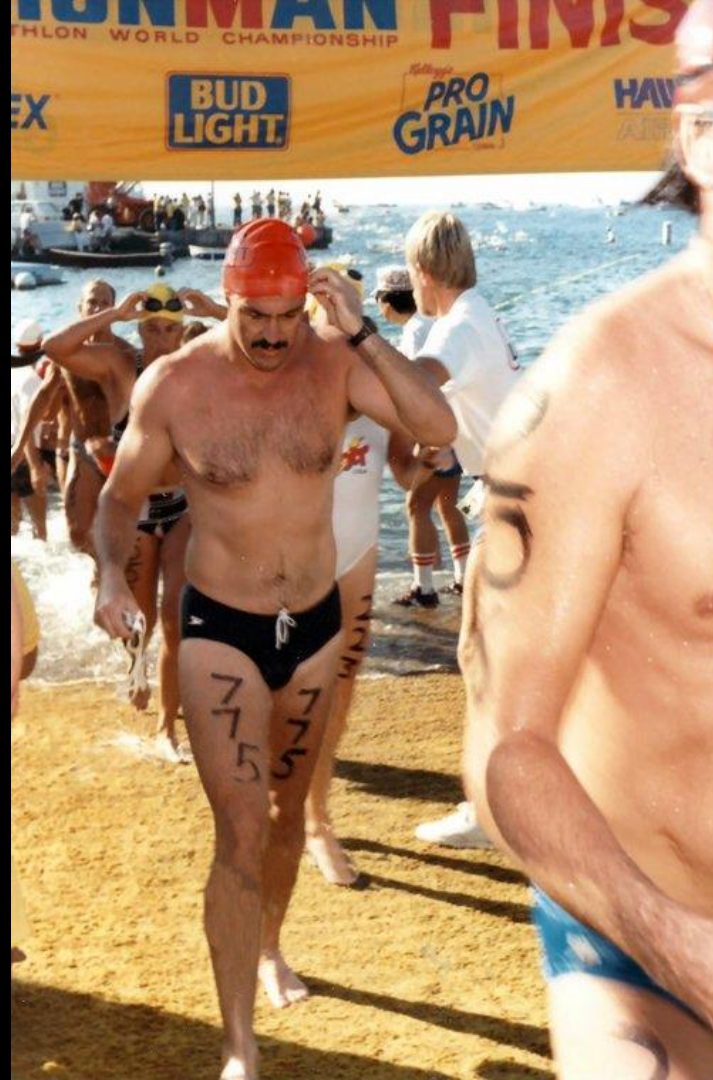
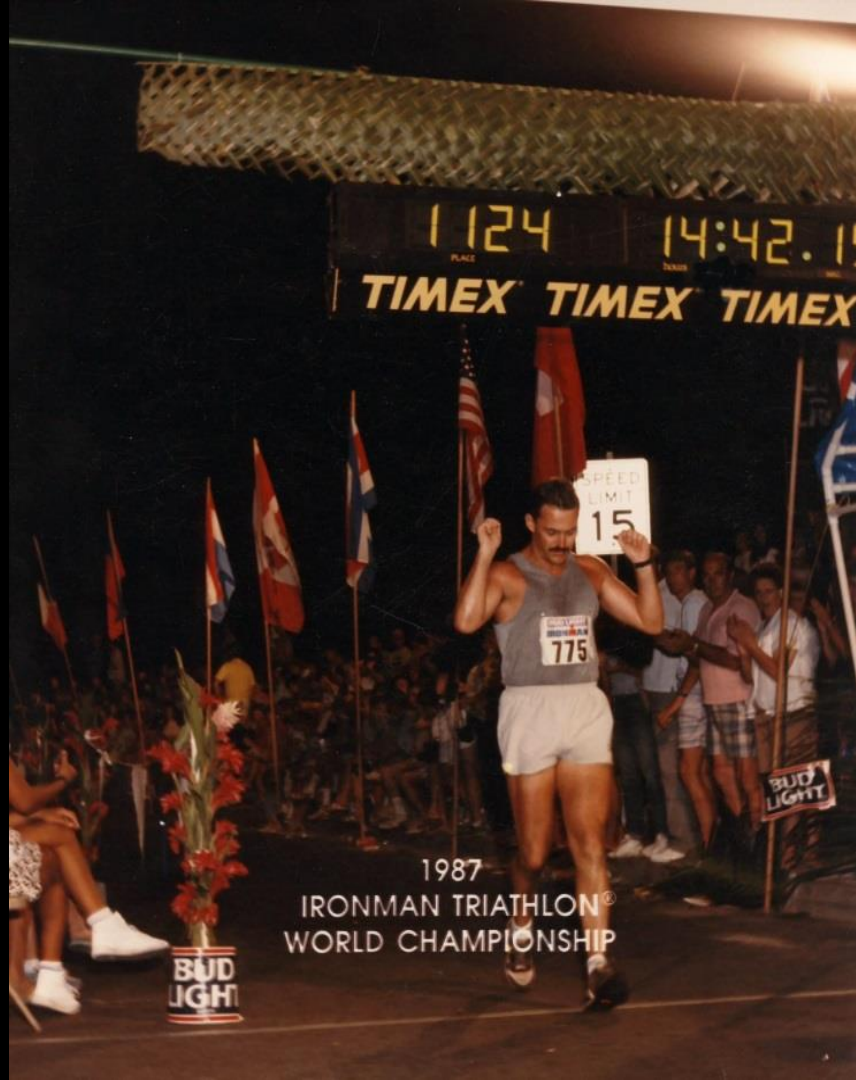
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- **Masters Degree** ... Sports Management
- **CMAA** ... CCM and CCE
- **PGA of South Africa** - Master Professional

My Definition of Success ... My Arrows?

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- **CMAA** ... CCM and CCE
- **PGA of South Africa**
- **PGA of America**

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- **CMAA** ... CCM and CCE
- **PGA of South Africa**
- **PGA of America**
- **Sports** ... Marathons and Triathlons



My Definition of Success ... My Arrows?

- **Husband** ... *Married for 36+ years*
- **Father** ... *2 sons ... Matt and Josh*
- **Immigrant** ... *from South Africa*
- **Undergraduate Degree** ... *in PE and History*
- **Masters Degree** ... *in Sports Management*
- **CMAA** ... *CCM and CCE*
- **PGA of South Africa**
- **PGA of America**
- **Sports Achievements** ... *Marathons and Triathlons*
- **“Meaningful Work”** ... *ORC/CCC/PGA TOUR/SUN CITY*

Taking Club Leadership to the Next Level

TRAITS OF GREAT CLUB LEADERS



MICHAEL LEEMHUIS

How do you describe a great club leader?

There is no shortage of books that rehearse the qualities of a great leader. They arrive in various forms – academic studies, advice from consultants or leadership coaches, autobiographies of leaders in business, politics, and the military.

Not surprisingly the list of factors used to describe great leaders varies by industry, profession, or time in history. What made a great military leader in World War II may not make a great politician or a great CEO of a large retail chain today.

What about leaders of private clubs? We use the term “club leader” to mean a general manager to whom the board has delegated full operating authority. They may have the label of chief operating officer, the chief executive officer, and/or general manager, and the distinguishing characteristic is that they have full responsibility for club operations.



FRED LAUGHLIN

So what is the profile of a great club leader? Where do you go to find the answer? And finally, why do we care?

To answer these questions we canvassed a group of men and women whose collective judgment we trust – the club leaders themselves, general managers from prestigious clubs across the US and from four different countries – United Kingdom, Australia, South Africa and Ireland.

They received a list of 26 leadership factors (Figure 1) drawn from articles, books and Internet blogs, and we asked them to put each factor in the category that best represented their view. Was the factor “essential, very important, important, or slightly important” in distinguishing between a good and a great general manager? Of the 200 general managers surveyed, 146 responded.

TRANSLATING THE DATA

As expected, almost everyone rated each of the factors at least “important.” However, our attention focused on what the general manager community feel are the essential qualities that describe a great club leader, i.e., factors rated as essential by at least half of the respondents.

Twelve qualities made the list (Figure 2) and are presented in order of their ranking.

The first thing that strikes us about the results is the relative importance of what we would label traits of character and the relatively low rating of what we would classify as skills and competencies.

To reinforce that theme and what is not shown in Figure 2 is that the lowest grade on the sheet went to the two areas of specific expertise, “Expertise in Food/Beverage” and “Expertise in Programs/Activities.” They were ranked as “Slightly Important” by 11 percent and nine percent respectively. No other factor received more than three percent of the responses in that lowest category.

WE KNOW ONE WHEN WE SEE ONE

In reviewing the results from the survey, we are reminded that defining a club leader is a subjective exercise. There are no sure predictors. Even so, we were dealing with a reliable source, a peer group of 146 club managers.

When it comes to great club leaders, we believe the respondents “know one when they see one.” We were therefore encouraged by the clarity of the message, which in a nutshell is “great club leaders are defined more by their character than their competence.”

The results by no means disrespect competence. They simply underscore the elements of character as being what separate great club leaders from good club leaders. So what?

Now that we have 12 factors separating great leaders from good leaders, what do we do with them? For one thing, we hope there is a message here for general managers who seek to distinguish themselves within the profession.

While skills and expertise are important, it's how competences and know-how are packaged that will set leaders apart, i.e.:

- Displaying a confident, positive attitude
- Thinking ahead and strategically
- Showing commitment and common sense, and
- Inspiring people at all levels by dealing honestly, fairly, and decisively.

Combining these character traits with the ability to communicate and apply sound financial principles will position the general manager for the next level of leadership.

The results of the survey contain valuable information for club boards as well. In their role as governors who seek the most qualified leader for the staff and club operations, boards do well to consider the factors in Figure 2.

These factors support the old saying “Hire for character; train for competence.” For all their importance, however, the qualities in Figure 2 are difficult to measure.

Accordingly, they are often short-changed in the process of evaluating current general managers or assessing new general managers.

Evaluation committees like tangible data, measures like the number of new members, whether budgets are met, results of satisfaction surveys, rounds of golf, and the like.

But there is no reason why boards cannot ask their members to consider subjective factors like decisive-

ness, integrity, and a positive attitude. And by including such qualities in evaluating a current general manager or assessing a potential general manager a board will encourage those entrusted to run their clubs’ operations to focus on the traits that will get them from good to great.

We have shared these survey results with Jim Singlerling, chief executive officer of CMAA, who has overseen the rise in the status of the general manager position over the past two decades.

“I appreciate the findings from this survey. CMAA has strived to develop a solid base of management and leadership training for its members,” Singlerling said. “These findings contribute another layer of learning and offer club leaders an opportunity to be called great by the most credible group of evaluators – their peers.”

Factors Rated as Essential by at Least Half of the Respondents	
1. Integrity	7. Strategic thinking
2. Communication skills	8. Common sense
3. Positive Attitude	9. Confidence
4. Commitment	10. Decisiveness
5. Ability to inspire	11. Financial savvy
6. Forward thinking	12. Fairness

FIGURE 2

We agree. Leading a private club has gone from a job to a profession. As professionals, club leaders look for ways to build on a strong foundation of training and reach the next level of leadership.

The 12 factors emerging from our survey may not form a perfect predictor, but they provide a valuable point of reference for those in the profession and those boards seeking to hire and foster great club leaders. BR

Michael G. Leemhuis, CCM, CCE, Master PGA, is CEO of Congressional Country Club and a past president of CMAA, past Club Management Club Executive of the Year (2011) and the 2014 recipient of the BoardRoom magazine Jim Singlerling Leadership award.

Fred Laughlin is a director with Global Golf Advisors, a consulting firm focused on golf, private club, real estate and resort businesses. Fred specializes in club governance, strategic planning, and leadership.

Factors Listed in Survey of General Managers*	
Ability to inspire	Commitment
Common sense	Communication Skills
Confidence	Creativity
Decisiveness	Delegation skills
Engaging personality	Expertise in food/beverage
Expertise in programs/activities	Fairness
Financial savvy	Forward thinking
Humility	Integrity
Intelligence	Patience
Perseverance	Positive Attitude
Resourcefulness	Self awareness
Sense of humor	Strategic thinking
Willingness to take risks	Work/Life Balance

* Each general manager was asked to “Rate the characteristics, skills, and traits listed below in terms of what you believe are most important for a great chief executive.”

FIGURE 1

Characteristics of **SUCCESSFUL** leaders ...

1. Integrity
2. Communication Skills*
3. Positive Attitude
4. Commitment
5. Ability to Inspire
6. Forward Thinking ... 6+ Strategic Thinking
7. Common Sense
8. Confidence
9. Decisiveness
10. Financial Savvy*
11. Fairness
12. Passion

Allow your **passion**

to become your

purpose,

and it will one day become your

PROFESSION.

--Gabrielle Bernstein

**“... successful leaders are defined
more by their character than their
competence ...”**

**“... successful leaders Hire for
Character and then Train for
Competence ...”**

Now that we have

12 SUCCESS factors separating
“GOOD” from **“GREAT”** leaders ...
what do we do?

MGL's 12 TIPS for SUCCESSFUL Leaders ...

1. **Share's Information ... Communicate**

MGL's 12 TIPS for SUCCESSFUL Leaders ...

1. **Share's Information** ... Communicate
2. **Say Thanks** ... appreciation and recognition

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10. **Focus your Time** ... 80/20 rule

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7. **Remove Obstacles** ... "Friction Points"
8. **Give Feedback** ... makes team productive
9. **Raise your hand to do more** ... no substitute for hard work
10. **Focus your Time** ... 80/20 rule
11. **"Golden Rule"** ... Treat others the way **you** want to be treated

MGL's 12 TIPS for SUCCESSFUL Leaders ...

1. **Share's Information** ... Communicate
2. **Say "Thank You" often** ... appreciation and recognition
3. **Empowers through Delegation** ... surrounded by smart people
4. **Adjust your "style"** ... you cant manage all the same way
5. **Set small Milestones** ... "Rome not built in a day"
6. **Have FUN** ... life is short! Enjoy what you do!
7. **Remove Obstacles** ... "Friction Points"
8. **Give Feedback** ... makes team productive
9. **Raise your hand to do more** ... no substitute for hard work ... work ethic
10. **Focus your Time** ... 80/20 rule
11. **"Golden Rule"** ... Treat others the way **you** want to be treated
12. **"Platinum Rule"** ... Treat others the way **they** want to be treated!

Google's 10 TIPS for SUCCESSFUL Leaders ...

1. Is a good **COACH** ...
2. **Empowers TEAM** and does not micromanage ...
3. Creates an inclusive team, **shows concern** for success/well being
4. Is **Productive and results-oriented** ...
5. Is a good **COMMUNICATOR** ... listens and shares information
6. **Supports** career development and **discusses** performance ...
7. Has a clear **VISION** and **STRATEGY** for the **TEAM** ...
8. Has **KEY technical skills** to help advise the **TEAM** ...
9. **Collaborates** across the company ...
10. Is a strong **DECISION** maker ...

My ...

THE
GREATEST
PLEASURE
IN **LIFE** IS
DOING WHAT
PEOPLE
SAY
YOU
CANNOT DO.



Will you take **action**?

A

ACTION

C

CHANGES

T

THINGS





Action is the foundational key to all success.

— *Pablo Picasso*

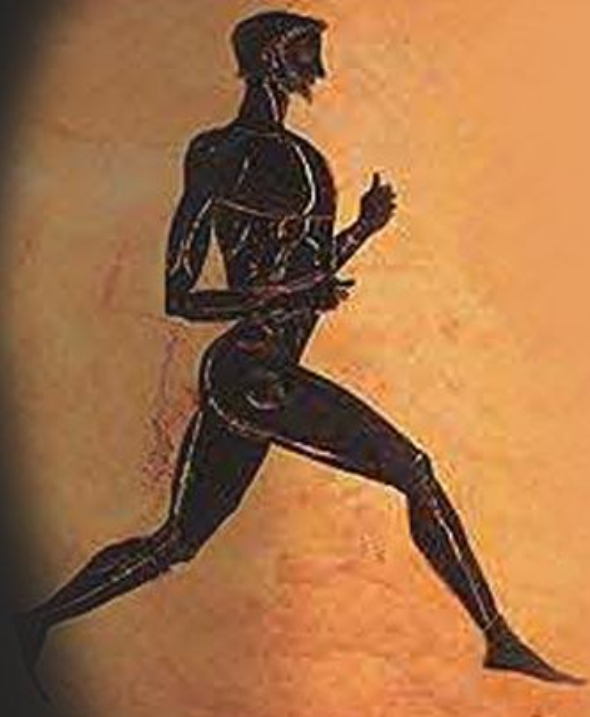
Will you sacrifice?

**HOW DO YOU EXPECT
TO EXPERIENCE
GROWTH WITHOUT
SACRIFICE?**

PictureQuotes.com

JUST DO IT





It's not easy being first

Pheidippides - First man to run a Marathon

Marathon ...

The **marathon** is a long-distance running event with an official distance of 42.195 km (**26 miles and 385 yards**), usually run as a road race ... history has it as the distance from the Battle of Marathon to Athens ...
by Pheidippides!



Jay Wallace - GM ... Coral Ridge YC

Kiana Tom ...

“When I meet successful people I ask 100 questions as to what they attribute their success to ... It is usually the same: persistence, hard work and hiring good people.”



Questions?

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