

Leadership



UPPER MIDWEST CHAPTER

**CLUB MANAGEMENT
ASSOCIATION OF AMERICA**

KOPPLIN KUEBLER & WALLACE

THE MOST TRUSTED NAME IN EXECUTIVE SEARCH AND CONSULTING

DANGER

EXPECTATIONS

The most important thing about Leadership is!



Keys to Leading from the TURF UP!

1. Know What It Looks Like
2. Know What Is Expected
3. Set The Bar
4. Look In The Mirror
5. Challenge Yourself



1

Know what it looks like



INSIDE: The Great Western Drought



EXCLUSIVE INTERVIEW WITH AHMADINEJAD SPEAKS



Formal Authority

Adolph Hitler



Moral Authority

Mahatma Gandhi

Manage = Process

Lead = People



HERO

LEVERAGED



2

Know what is expected

Be a Visionary

- Must be a courageous thought partner for the Leadership, recognizing the importance of keeping the facility on the cutting edge of excellence by having a keen understanding of current and future trends, demographics, legislative, economic, and social issues.
- S/he should be decisive and set aggressive goals and objectives to ensure the facilities current and future success.
- Must couple being current with also maintaining the facilities history and values.



Customer Interaction

- As one of the faces of the facilities, Leaders must embrace the community values and environment where activities and relationships, both in the facility and outside of its confines, are clearly linked.
- The ability to sincerely interact and “engage” with all constituencies at the facility is critically important, recognizing the benefits of direct communication, approachability and thoughtful collaboration with customers is a critical success factor for leaders.
- Must be an integral and proactive part of developing relationships that lead to customers interest and usage of the facility.
- The ability and desire to engage proactively with customers in a manner that drives high levels of engagement, excitement, and enthusiasm.



Financial Management

- Must have sound financial management skills including the ability to oversee the preparation and management of annual operating and multi-year capital budgets supporting the strategic and tactical initiatives and expectations that s/he has established with the Leadership of the facility.
- Is ultimately responsible to ensure that appropriate safeguards and controls are in place for all of the facility's primary assets (customers, staff, amenities, etc.), whether it is for physical safety purposes or for the protection and long-term financial success of the facility.



Strategic Planning

- In partnership with the facility leadership, the Director of Grounds/Golf Course Superintendent must be a partner in the development of a strategic plan/business road map for the current and future success of the facility.
- Must be able to identify issues, needs, goals, and objectives to help ensure the perpetuation and continued viability of the facility.



Member, Board and Committee Relations

- Comfort around Volunteer Leadership: can deal and interact with members; can present to members without undue tension and nervousness; understands how members think, work and present ambiguities; can determine the best way to get things done with them by talking their language and responding to their needs; can craft approaches seen as appropriate and positive.
- Ensure that member satisfaction is always the first priority. Provide sincere and visibly engaged leadership and interaction with all facets of the membership and their guests. Be a consistent and positive force behind the creation and continuous enhancement of all aspects of the Club. Must be visible and available to his/her membership. Recognize that the *Member Experience* and meeting the expectations of the Club members is of critical importance to his/her long term success.
- Active participant at Board and Club Committee meetings to set policies and strategies to achieve the Club's goals and objectives.





Employee Relations

- Recognize, respect, and support the contributions of key managers and staff. Ensure that appropriately skilled and competent departmental managers are in place for all key positions and that each of them does the same in their respective areas of responsibility.
- Set standards of performance for all staff and hold them accountable for maintaining these standards within the facility, most especially in customer service areas.
- Maintain an environment and overall atmosphere for management/staff that promotes and values appropriate and responsible contributions to the facilities success. Ensure that all staff are focused on positive, supportive relationships amongst themselves and with the customer base.
- Proven ability to attract, retain, and develop a team that understands what constitutes a world-class member experience and is excited by the challenge of delivering at that level.

Communication



- Will be a primary *two-way* conduit for information exchange, and must be consistent, positive, and able to *engage* in this process. S/he must be a true listener who places great importance on personal interactions with all constituencies of the facility.
- Experience in developing a communication platform using contemporary media (website, apps, social media, etc.) is desirable.
- Is the primary verbal and written communicator of important information to customers and staff and recognizes that the ability to convey information in an articulate, well-conceived and well-written manner is of utmost importance.
- Believes in the power of proactive communication (i.e. orienting and culture setting) of customers, staff, and guests to ensure the core values of the facility are being recognized and achieved.
- Create a collaborative team communication culture with “wrap up” and planning sessions at the end of each workday.

Key Attributes and Core Values



Accountability

- Uses strategic plans, budgets, and metrics to set goals, measure and report on performance, and make course corrections when needed.
- Developing Direct Reports and Others: provides challenging and stretching tasks and assignments; holds frequent development discussions; is aware of person's career goals; constructs compelling development plans and executes them; pushes people to except developmental moves; will take on those who need help and further development; CEO operates with developmental system in the organization; is a people builder and “multiplier.”



Integrity

Establishes and maintains the facility's core values and guiding principles; 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 who maintains the right balance between consistency across the membership as a whole and individual member needs and interests



Execution

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.”



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 judged over time; always sought out by others for advice and solutions



Detail Oriented

Recognizes that developing and following precise procedures, policies and metrics within an organization is essential consistent performance.

Possess and trains staff to instinctively see everything through the lens of a member or guest.



Charisma

Possess a strong, savvy executive presence and confident 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

Anticipates 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. Instills the right urgency to move organization toward continuing progress and new outcomes.





Innovation and Creativity

Is good at bringing the creative ideas of others to market; has good judgment about what new things and suggestions will work; can facilitate team brainstorming; can project how potential ideas may play out to the clubs advantage.



Patience

Is tolerant with people and processes; listens and checks before acting; tries to understand the people and the data before making judgments 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.



3

Set the Bar

**The best thing about being the leader
is that you set the standards**

**Standards reflect a person's
values = they are synonymous**

Micro-management is often a result of no standards or poor standards

Establish the culture

Highly Functional

Unique

Consistent

Fun





Clarity



Communication

Collaboration



Collegiality



Cultivation



Challenge

**“The way we
do things
around here!”**

4

Look in the Mirror

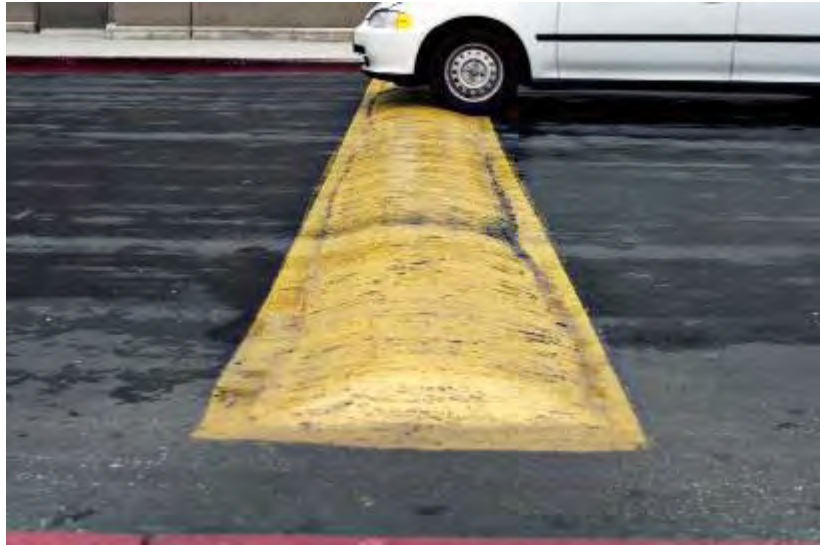


It is wisdom to know others; It is
enlightenment to know one's self.

- Lao Tzu

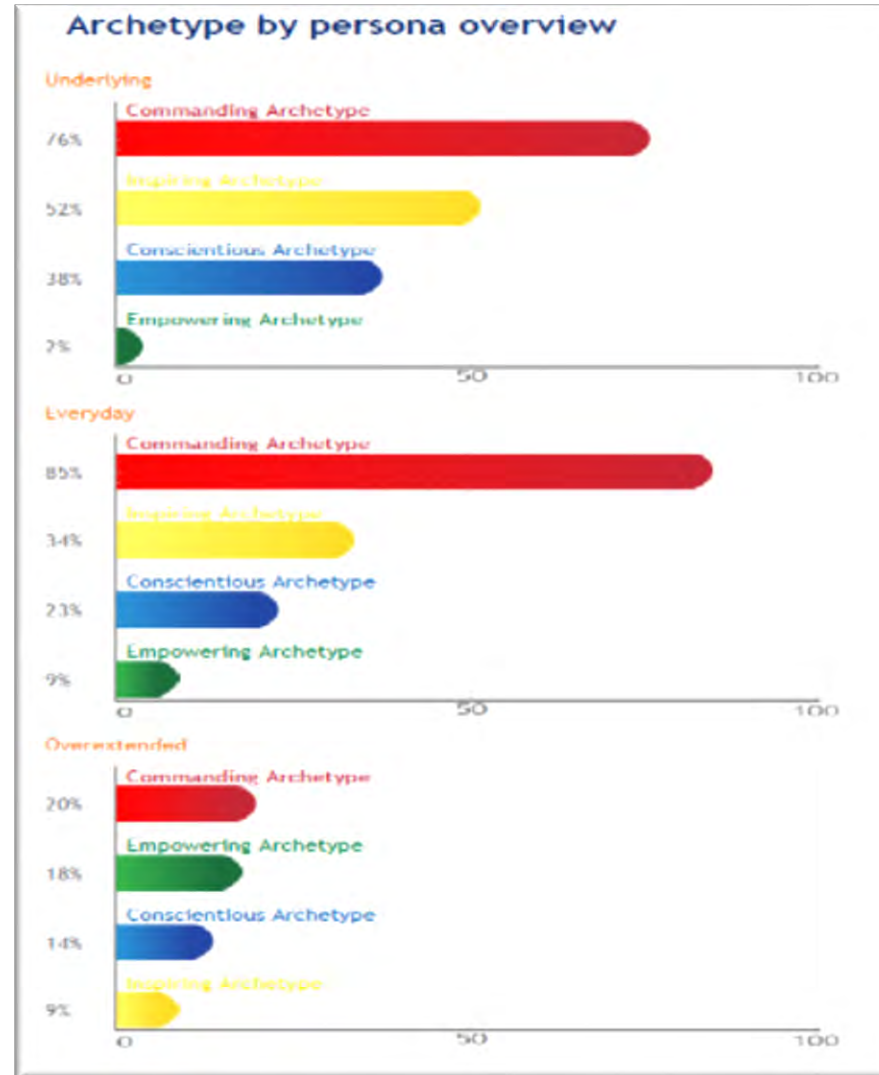
**“You can make a living or you can design a life...
it’s your choice.”**

-- Jim Rohn



Review your personal SWOT Matrix





What You Should Know about Tom Wallace

Vision (who I am):

A LEVERAGED LEADER

Mission (why I exist):

TO MAXIMIZE MY LIFE AND THOSE I COUNT ON AROUND ME BY LEVERAGING ONE ANOTHER'S ENERGIES AND TALENTS.

Message OF LEADERSHIP (How I make decisions): **ALWAYS USING THE 4-E's**

EFFECTIVE-Will this decision produce the results.

EFFICIENT-Will this help the business operate more soundly.

EQUITABLE-Will this decision favor or discriminate against anyone.

ETHICAL-Will this decision be viewed as proper and moral.



5

Challenge Yourself

Leadership Development Objectives

Personal Aspirations

- Better the lives of my family and work family
- Achieve work/life balance, pay off “personal debt”
- Change the club business leadership structure and business model
- Be the best in my field

Development Themes

- Transform from a great operational leader to a strategic leader
- Transform from a hero leader to a leverage leader
- Transform from a inspirational role model to a success partner
- Be a communications leader
- Build lasting powerful relationships/partnerships
- Have a broad based (full) life

Leadership Development Objectives

Beyond ...	To ...	How will I know I'm successful
Hero Leader	Leveraged Leader	
Micro manages <ul style="list-style-type: none"> • Runs all meetings • Constantly checking on everything 	Sets expectations for key leaders. Delegates to key leaders <ul style="list-style-type: none"> • Allow key leaders to run respective meetings 	When key leaders are meeting expectations operating the club daily; effectively dealing with operational issues independently, and I do not check on all their work
Do the physical work with the staff	Is there for staff when needed, but generally isn't doing physical labor	When the staff fully understands what a leader truly is and they see me as their success partner
Work every day and work long hours, make excuses for why I must be there	Intentionally schedule balance, plan trips date nights, time away and wellness time daily	My schedule is balanced with work, family and my personal wellness time
Accepts counsel rarely, confident that I am more knowledgeable about an issue	Sees counsel as great feedback from trusted partners	When interactions and opinions are free flowing and productive with trusted partners, I understand that there are other great ideas and contribution to be made by other
Living the Club's vision and mission with no patience for the potential of veering off course	Increase patience, remaining calm and less reactive	Key leaders and team are less stressed and reactive to issues
Busy and erratic	Calm and directed	My calm permeates the team and we all have a confidence for the clubs future
Tend to teach or feel the need to teach at all times	Teach and be a student at all times	When I learn as much as I teach each day
Do not allow direct reports any room to make mistakes	Allow direct reports to mistakes and new ways to accomplish goals	My direct reports find new better ways to accomplish things

Skill and Behavior / Leadership Criteria Gaps

GOALS AND NEEDS	POTENTIAL WAYS TO FULFILL
1. Strategic Planning methods and tools	<ul style="list-style-type: none"> • Work with Carl Dill and Board • CMAA Workshops
2. Delegation through expectation setting	<ul style="list-style-type: none"> • Reviews and 360 reviews for key department heads • Success partner not micro manager but a resource and back-up • Roadmaps • Establish success criteria for all key department heads
3. Work life balance schedules	<ul style="list-style-type: none"> • Schedule family time in my calendar • Eat well, get rest and exercise daily • Set a day a month aside to go see my Dad
4. Intentional and systematic development of others	<ul style="list-style-type: none"> • Create a list of skills, behaviors and experiences that each key leaders needs to develop in this upcoming year • 360 reviews for all key department heads this year
5. Praise and validation	<ul style="list-style-type: none"> • Open every staff meeting with praise and validation • Drive praise and validation into my daily routine • Report to my team my want to improve my praise and validation of them and have them hold me accountable

Experiences Needed

GOALS AND NEEDS	POTENTIAL WAYS TO FULFILL
1. Leading strategic planning	<ul style="list-style-type: none"> • Lead Board through strategic planning update
2. Leading committee chairs strategically	<ul style="list-style-type: none"> • Lead Sports Committee through Strategic planning process • Help all Committee Chairs develop annual areas of focus for their committees
3. Driving a "think big" initiative	<ul style="list-style-type: none"> • Sports Club master plan
4. Accepting counsel and ideas from others and growing	<ul style="list-style-type: none"> • Exercise patience and give people and their opinions the respect they deserve with my full attention
5. Intentional success partnering with key leaders	<ul style="list-style-type: none"> • Create a list of skills, behaviors and experiences that each key leaders needs to develop in this upcoming year • 360 reviews for all key department heads this year • Designate 25% of my day to developing others
6. Engaged marriage and family time	<ul style="list-style-type: none"> • Be 100% present when spending time with my family and make individual time for my spouse and our partnership



**WHAT
HAVE
WE
LEARNED?**

- Turn Faith into Trust
- Authority is given by law and rules but it is also given to you based on your actions
- Leadership is a process not an event
- Leadership comes in all shapes and sizes
- There are fundamental expectations that come with being a leader in our industry
- Leaders set the standard and in turn the culture of the organization
- Leaders know themselves
- Leaders understand the need to evolve
- Know who you are as a leader, where you want to go and develop a process/plan to get there





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