

## **GENERAL MANAGER/COO PROFILE: HYANNISPORT CLUB HYANNIS PORT, MA**

### **THE GENERAL MANAGER/CHIEF OPERATING OFFICER (GM/COO) OPPORTUNITY AT HYANNISPORT CLUB (HPC)**

The General Manager/Chief Operating Officer role at Hyannisport Club is a fabulous opportunity for a driven professional who wishes to lead an oceanfront club rich in tradition located in the quaint seasonal village of Hyannis Port, Massachusetts.

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

### **HYANNISPORT CLUB**

The immediately surrounding area is a quintessential Cape Cod village. The Club is located three miles from the Barnstable Municipal airport and an easy one-hour drive to Boston, Massachusetts. Neighboring town, Hyannis, is known as "The Capital of the Cape" and is the commercial and transportation hub with over 100 shops and ferry service to Nantucket and Martha's Vineyard. The well-respected Barnstable public school system boasts a low student/teacher ratio and high graduation rates.

Hyannisport, one of the earliest golf courses on Cape Cod, was founded in 1897 as the Hyannis Port Golf Club. The first "course" consisted of six holes and was located on the port side of the marsh. Twelve years later there was both a change in the course layout and club name to The Hyannisport Club.

In 1902 desirous of a more formal nine hole course, the club chose Alexander Findlay, a well-known Scottish golf professional and architect. The second seminal event regarding Hyannisport's course design occurred in 1936 when the club hired Donald Ross to re-design the existing 18 hole layout. At Hyannisport, the water can be seen from every hole in contrast to some more sequestered Cape courses.

Two invitational golf events both usher in the golfing season and also bring it to a close: 1) the Seagulls Tournament, which is held in early April probably derived its name from the belief that seagulls would be the only creatures that would venture out in the harsh weather and 2) the Cape Cod Amateur, which occurs over the last weekend of October, and the first weekend of November-again notorious for hostile elements.

In addition to the Seagulls and Cape Cod Amateur, many state events have been played on the course: most recently, the Massachusetts State Senior Amateur Championship which was won by club member Joseph Keller; the Griscom Cup, a tri-state team competition of the best women amateurs -that year sponsored by the WGAM. In early September, Hyannisport hosts its first USGA event, the Regional Qualifier for the US Women's Senior Amateur Golf Championship.

The historic clubhouse overlooks the pristine view of the golf course and is the location where many social events are held from May through September. The separate tennis facility boasts a fully stocked pro shop, and stadium seating area overlooking the six courts.

### **HYANNISPORT CLUB BY THE NUMBERS**

- 490 members
- \$75K Initiation fee
- \$7,480 Annual dues for full member
- \$1000 annual minimum charge
- \$83 monthly capital charge

- \$5.6M Gross revenues from all sources
- \$3.2M Dues volume
- \$1.4M F & B volume
- Gross annual payroll (labor only) \$2.6M
- 17,639 annual rounds of golf
- 100 Employees (FTE) in-season; 16 (FTE) off-season
- Average age of members is 63
- The Club is organized as a 501(c)(7), not for profit organization

**HYANNISPORT CLUB WEB SITE:** [www.hyannisportclub.com](http://www.hyannisportclub.com)

### **GENERAL MANAGER/COO POSITION OVERVIEW**

The General Manager/COO will have responsibility for all day-to-day operations of Hyannisport Club. He/she will direct and administer all aspects of the operations to include amenities, staff, and all programs and activities to ensure outstanding service and member and guest satisfaction. While all typical competencies are important, our need is for a General Manager/COO who enjoys being actively engaged, is proactive in new trends and innovations, who wants to be part of a relationship based, smaller club environment in a great community, and who has a passion for the industry. Additionally, he/she must be an individual who can recognize what is working well at present, and what needs enhancement.

### **KEY ATTRIBUTES AND INITIAL AREAS OF FOCUS ARE EXPECTED TO BE:**

- Outgoing service oriented personality with strong leadership skills and effective mentoring ability; someone who clearly leads by example and compels others to do so as well.
- Being an innovative and excellent communicator who can effectively engage with staff, board, and members, as well as contributors outside of the club who contribute to its success is critical.
- Ability to embrace change, both culturally and environmentally as the club will be undergoing significant renovation upon his/her arrival. One who can transition from managing/operating during construction to “anticipating a high bar of expectation and meeting it” after construction is complete; experience with capital improvement and renovations is highly desirable.
- Someone who is calming and can immediately establish credibility with the staff and can lead in all areas.
- Someone who is very professional but is also a doer – someone who is willing to roll up their sleeves and be “hands on” as needed.
- Ability to set goals and execute them successfully, as well as being able to initiate change, bring the department heads together and increase the service level at the club. Process driven leadership; setting standards of performance and execution and ensuring that they are consistently maintained is critical. The Club has not run with a true GM/COO model and there are several “gray areas” that need clarity and consistency applied to them for ultimate accountability.
- Financial and business acumen is a must and the ability to set and work within a budget is of critical importance, as is having effective financial management skills through oversight of annual operating and capital budgets.
- Establishing and maintaining a strong and highly collaborative team of department heads is critical. The team is very well regarded at present, but focus on increasing communications between the entire team and consistent protocols throughout the operation is necessary. Implementing an effective and consistent staff meeting plan and overall “team mission” focus will be important.
- Sincere and consistent member and staff engagement as the “face of the club.” Being highly visible, interactive, and engaging, and knowing how to balance administrative functions with key engagement opportunities is very important.
- Taking a hard look at the current organizational chart and providing the Board with a “State of the Club” after 100 days, recognizing opportunity for improvement, enhanced member and staff engagement, and overall high levels of satisfaction in the overall experience of being part of Hyannisport Club. If changes are desired and/or necessary to the current organizational chart, it is expected that the new GM will make a strong

'return on investment' case for such alterations and demonstrate how these modifications will benefit the Club.

- Strong staff leadership, volunteer "partnering" with the Board and Club Committees, and strategic planning experience will be key attributes to one's success.
- Ensure a strong team through good hiring, training, and communication practices, and developing a culture of teamwork. Creating a club wide team orientation, talent recruitment and retention program will be important.
- Complete understanding of the Club's marketplace, location and culture and strives to position HPC within the community as a desirable and admired Club, as well as an "employer of choice" in a very competitive, seasonal work environment.

#### **ADDITIONAL AND REITERATED CANDIDATE QUALIFICATIONS**

- A minimum of 5-7 years of progressive leadership/management experience in an active, family-oriented, private, member-owned club environment is preferred. Non-current GM's will be considered, but only with verification of work experiences with a quality club and mentor. Non-club industry candidates must be able to portray their knowledge and strengths in working with well-intended and active volunteers in Board and Committee roles in a non-profit dynamic.
- Strong general management skills with verifiable strengths in team development, financial performance, recreational amenity management, quality food & beverage programming, exceptional member/guest service programming, strategic planning, renovations and project management, and the ability to consistently define and achieve goals and objectives.
- Proven and verifiable leadership qualities with demonstrated ability to direct, coordinate, and control all facets of a busy, full service country club with 40-50 full time staff members and a \$5.0+ Million operating/capital budget.
- A network of professionals in a wide range of functional skills and disciplines within the hospitality industry that might benefit HPC.
- Comfortable working in a more casual club environment; Hyannisport Club is "at the beach" for many of its members and a more "laid back, but respectful, consistent and highly service oriented" style is best suited to the Club and its members.
- Being a humble, but confident "thought partner" with the Board, and able to make decisions and recommendations based on industry knowledge, experience, and confidence in his/her own ability to deliver.
- *A verifiable history of achieving strong and positive net membership growth within changing member demographics, and ensuring strong membership satisfaction levels.*

#### **SKILLS AND COMPETENCIES**

- A Team Builder. A person who embodies the persona of ultimate coach and motivator, bringing out the best in others by setting clear goals and expectations, providing consistent feedback and support, and treating others with respect and professionalism.
- A confident, diplomatic, respectful, and competent professional who is a doer and take-charge person and who recognizes the importance of accountability. A creative problem solver who commands respect through professional interactions and integrity.
- Passion for the role, with a positive, thoughtful demeanor conducive to a fun, personalized member, and staff centric environment.
- A strong "bottom up" leader who recognizes and has verifiable demonstrations of his/her development of the team. Encouraging of personal growth to both personally, and professionally benefit HPC.
- A person who can say "no" when appropriate, without alienating members or staff when doing so.
- Possessive of strong organizational skills and an obsession with details necessary to achieve high levels of quality, satisfaction, and outstanding member experiences and high levels of staff satisfaction and member engagement.
- A charismatic individual with a sense of humor and style that is commensurate with the culture and expectations of a friendly, fun, and supportive membership and team of associates.

- Someone who instinctively enjoys leading and working in a “friendly, not fancy” club environment; HPC is the antithesis of a traditional, stodgy, or stuffy club and is not looking to change that comfortable, camaraderie-based style it is known for.

#### **EDUCATIONAL AND CERTIFICATION QUALIFICATIONS**

- A minimum of two years of college attendance is desirable.
- In lieu of a college degree, 3-5 years of private club or hospitality industry experience will be considered.
- From the club industry, Certified Club Manager (CCM) designation is desirable but not necessary.

#### **SALARY AND 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 with the above noted expectations and requirements is necessary.*** Your letter should be addressed to the HPC Search Committee, and clearly articulate why you would like to be considered for this position at this stage of your career and why HPC and the Hyannis Port area will be beneficial to both you 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](mailto:holly@kkandw.com)

#### **Lead Search Executive:**

Thomas B. Wallace III, CCM, CCE

Partner, KOPPLIN KUEBLER & WALLACE

412-670-2021

[tom@kkandw.com](mailto:tom@kkandw.com)