



### **Position Profile**

**Position:** General Manager/COO

**Position Summary:** Knowledge and ability to manage, direct, and oversee all Club operations to Include: Golf, Food & Beverage, Swimming Pool, Grounds & Maintenance, Marketing and Front Office operations.

**Reports to:** Board

**Facility:** Private — Member Owned

**Annual Budget:** \$1,500,000

### **CLUB DESCRIPTION**

Located in Michigan City, Indiana, Pottawattomie is an outstanding Tom Bendelow designed 18 hole country club situated on rolling fairways along the banks of Trail Creek. The course's water hazards, towering oaks and maples, breathtaking tee shots and rolling greens sliced from what were once sandy dunes, provide truly challenging play for all. The Club enjoys a wonderful reputation for beauty, comfort, elegance and camaraderie. The membership is committed to producing an outstanding golf and social experience. The objective is to ensure the golf course maintains excellent playability, pleasing design, beauty and an appropriate level of challenge for both men and women golfers of varying abilities.

### **MEMBERSHIP EXPECTATIONS**

With less than a dozen homes lining two consecutive fairways the golf course provides an escape from the hustle and bustle of everyday life for the members, their families and guests. While the members want and demand world-class playing conditions, they also expect a dining experience to match that found in an upscale restaurant.

### **MEMBER OVERSIGHT**

The purpose of the Board of Directors is to work with the General Manager and the management team to identify, direct and measure the Club standards. The Board will set clear objectives, make sure they are communicated effectively, and together with the General Manager, develop the long-term policy and strategy that insures these objectives are met. For the General Manager to achieve sustainable success, the objectives must be clearly defined, effectively communicated, constantly measured and amended as appropriate.



**GENERAL MANAGER OBJECTIVES**

The main objective for the General Manager is to provide the leadership and guidance necessary to establish consistent, stable and long-term management. Additionally, they will facilitate the development and implementation of the Board's vision and be an active, not passive partner.

**SKILL SET**

Pottawattomie is a dynamic and constantly evolving environment. The Club is unique in terms of the golf course, membership, membership expectations and ability to 'chart the course'. While often times many of the objectives are similar from club to club, the process of setting, identifying and achieving these objectives can be vastly different. While Pottawattomie is a dynamic club with a multitude of activities, there is no question that the Golf Course and Club House activities set the tone for member satisfaction. In order to achieve sustainable success and consistently meet or exceed expectations, it is imperative that the General Manager is exceptionally talented, detail-oriented, possesses a broad range of skills, has a "can do" attitude, and most importantly, is a great communicator.

Based on the unique characteristics of the Club and the expectations of the membership, the skill set necessary for this position would be defined and ranked as follows:

1.	Business Skills	Develop and manage a variety of budgets. Core business and computer skills are a must.
2.	Leadership	Many departments and a large staff with diverse budgets and needs puts a premium on leadership skills.
3.	Food and Beverage Experience	An extensive background in developing and managing an F&B department from the chef to the front end staff is a must.
4.	Marketing & Sales	Ability to develop, coordinate and implement both internal and external advertising for events, membership sales, social media and other areas.
5.	Planning & Organizing	This is a large property with many diverse opportunities for advancing social activities.
6.	Member of Club Managers Association of America	Required to use as a resource to provide industry experts in food and beverage management as well as external and governmental influences.



7. Effective communication	Imperative to keep The Board, Membership, and employees "informed" of the ever changing activities and programs.
8. Teamwork	The position <b>must</b> be able to effectively work with all departments heads.
9. Problem Solving & Creativity	<b>Listen to</b> departmental issues and be able, through analytical reasoning, to help develop equitable solutions.
10. Golf Knowledge	The position must understand and embrace the objectives for the golf course from a 'player's perspective'.

**SKILL SUMMARY**

The candidate for the position of 'General Manager/COO' must possess the entire skill set. The organizational structure of The Club provides for support from the Member elected Board. Based on the overall expectations for the position, it is imperative that the candidate excel in the following skills:

- Leadership & Management
- Vision/Continuity
- Communication
- Teamwork

To be successful in the position, the candidate must be able to meet member expectations and work effectively as the figure head of the Club management team. He/she must be able to give positive direction through effective communication.

**POSMON PROFILE SUMMARY**

Pottawattamie Country Club desires to employ an individual that has all of the traits listed above and in fact, displays all of these traits at the highest level imaginable. The individual that ultimately is chosen for this position will at all times, both on and off the property, conduct themself in a most professional way, physically and morally.

The most obvious demand on this individual will be to oversee all departments and develop an effective management style that demonstrates leadership and knowledge, exceptional communication and develops an employee base that will uphold the vision of the Board. He/she will be afforded an array of tools and resources to accomplish this lofty goal. This work will be accomplished by leading a well-trained, highly qualified group of people that will also understand and embrace this goal.



Equally important for this individual is to understand and carry out the level of communication that it takes to produce a final product that exceeds the membership's expectations.

Pottawattamie is looking for a General Manager that will take great pride in every decision made from the smallest detail to the largest project and most importantly, a person with an attitude and drive to succeed. "Can do" will be the tag line for the employee base for years to come. A comprehensive Job Description and Performance Appraisal will be developed by the Board with a specific development plan in place for the new General Manager. He will be held accountable to the Board for every facet of the Club from the condition of the course to the F&B operation.

It goes without saying that this position demands and needs an individual who not only has the knowledge and background to develop and manage a Clubhouse with a top of the line restaurant but also the challenge of bridging the gap between members and the management team. He or she will be aware of the Organization Chart and the limits placed upon him not only by members but by budget constraints. Business knowledge and practices must go "hand-in-hand" with employee development and management practices. The profile will be used in conjunction with the job description and the Club's own defined structure for salary and benefits when seeking, evaluating and selecting a candidate.



### **Position Profile**

**Position:** General Manager/COO  
**Related Title:** Clubhouse Manager

**Reports to:** Pottawattomie Country Club Board

### **POSITION SUMMARY**

Serves as chief operation officer of the club: manages all aspects of the club including its activities and the relationship between the board and its members, guests, employees, community, government and industry.

### **ESSENTIAL JOB FUNCTIONS:**

- Delivers and promotes prompt, courteous and friendly service to all members, guests and employees.
- Motivates, directs and manages staff members on a daily basis
- Trains new staff members.
- Plans, develops and approves specific operational policies, programs, procedures and methods in concert with general policies.
- Coordinates the development of the club's long range and annual business plans.
- Develops, maintains and administers a sound organizational plan; initiates improvements as necessary.
- Maintains membership with professional associations. Attends conferences, workshops and meetings to keep abreast of current information and developments in the field.
- Coordinates development of operating and capital budgets according to the budget calendar; monitors monthly and other financial statements for the club; takes effective corrective action as required.
- Understands and keeps abreast of club's financial record keeping. Able to do daily procedures as well as month end reports.
- Develops operating policies and procedures and directs the work of all department managers.
- Monitors the quality of the club's products and services, and ensures maximum member and guest satisfaction.
- Secures and protects the club's assets, including facilities and equipment.

\*The statements contained herein describe the scope of the responsibility and essential functions of this position, but should not be considered to be an all-inclusive listing of work requirements. Individuals may perform other duties as assigned including work in other areas to cover absences or relief to equalize peak work periods or otherwise balance the workload.

### **QUALIFICATIONS**

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily and safely. The requirements listed are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.



### **EDUCATION/CERTIFICATES/LICENSES/TRAINING**

High school diploma required, Bachelor's Degree preferred. Member of the Club Manager's Association of America preferred. Continuing education training sponsored by the Professional Golf Association (PGA) preferred. Must obtain any required local and state licenses or certifications including a valid driver's license.

### **EXPERIENCE/BACKGROUND/KNOWLEDGE**

Previous management experience in a private, member owned country club with an extensive food and beverage operation required. A minimum of ten years of professional experience is preferred. Proven leadership experience is mandatory.

### **SKILLS**

Ability to communicate effectively with the board, managers, guests and employees in one-on-one and small group situations. Core business skills required to develop and manage a variety of budgets. Experience in managing a country club food and beverage operation from the chef to the front end staff. Have a marketing and sales background to develop, implement and oversee both internal and external advertising for events and membership sales, social media and other areas. Ability to create and disseminate written correspondence. Ability to delegate responsibilities, to motivate, develop and manage a very diverse department base. Must be computer literate

### **PHYSICAL REQUIREMENTS**

While performing the duties of this job, the employee is regularly required to stand and talk or hear. The employee frequently is required to walk; use hands to finger, handle, or feel; reach with hands and arms; and climb or balance. The employee is occasionally required to sit; stoop, kneel, and crouch; and taste or smell. The employee must frequently lift and/or move up to 10 pounds and occasionally lift and/or move up to 50 pounds. Specific vision abilities required by this job include close vision, distance vision, peripheral vision, depth perception, and ability to adjust focus. At times, may be required to operate a motor vehicle.

Send resumes to [gmoebius@greengolfpartners.com](mailto:gmoebius@greengolfpartners.com)