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GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: HOUSTON COUNTRY CLUB HOUSTON, TX

THE GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT THE CLUB AT HOUSTON COUNTRY CLUB

One of the most awarded and recognized clubs in America, the Houston Country Club is an innovative, dynamic, energized and visionary leader to become only the fourth GM/COO in the past fifty years for this iconic club. The Club is in the midst of one of the largest renovation/expansion projects undertaken in the club industry and the new GM/COO will work closely with the Board to ensure that not only does the project complete as expected with high member satisfaction, but that the organization adopts 'best practices' for governance and operational leadership. The role will essentially function as the 'CEO' of Houston Country Club and to be successful, the new GM/COO will be the epitome of professionalism, possess strong and intuitive mentoring and staff development skills and be the active 'face' of HCC!

This is a role for a TOP hospitality industry professional at one *the* top clubs in the country!

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

HOUSTON COUNTRY CLUB HISTORY

First and foremost, Houston Country Club (HCC) is a family club where members are comfortable bringing their children, grandchildren, and guests knowing they will be welcome in a wholesome atmosphere among friends and dedicated staff. The elegant surroundings, significant amenities and excellent food are a bonus, but it is the membership itself that makes the Club such a special place that has withstood the test of time since 1908.

As noted, HCC is approximately halfway through one of the most significant renovation and construction projects for any club in the country, and to date that encompasses a main clubhouse expansion from approximately 60,000 sq. ft. to nearly 100,000 sq. ft. including a second ballroom, greatly expanded locker rooms, additional elegant meeting and dining rooms, expansive outdoor spaces and a much larger and more modern fitness/wellness center. Additional renovations and expansions include new tennis shop and staff offices, LED lighting on all tennis courts and resurfacing of several of them, poolside dressing rooms, dedicated group fitness activities space, added new dining venues, increased bar services throughout the clubhouse, relocated kid's pool and playground areas, replacement of antiquated mechanical, electrical and plumbing systems, course visuals and logistics improvements and a myriad of many other enhancements to the overall member experience and staff support areas.

One of the most highly regarded courses in Texas, the Club's 18-hole layout was originally designed by Robert Trent Jones, Sr. and updated in recent times for Bill Coore and Ben Crenshaw. In addition to a meticulously maintained course, the Club boasts state-of-art practice and training facilities. The recently renovated Fitness center houses men's and women's locker rooms, massage and weight rooms, and dedicated yoga and Pilates studios.

(Note: A full overview brochure of the HCC Project will be made available to bona fide potential candidates.)

HOUSTON COUNTRY CLUB BY THE NUMBERS

- Approximately 1,260 Members in all categories
- 23,316 Rounds of golf in 2019 – 30,753 Rounds of golf thus far in 2020
- \$119,500 Initiation fee
- \$14,976 annual full member dues (includes \$9,600 plus additional fees relating to service fees, deferred maintenance, capital charges, etc.)
- \$22.0M approximate total revenues from operations (in a non-construction year)
- \$10.26M approximate annual dues volume
- \$8.0M+ approximate F&B volume
- 15 Board Members plus Ex Officio, each serving 3-year terms
- 208 (FTE); 111 (PTE); 24 Seasonal Employees
- POS and Accounting System - JONAS
- 62 years - average age of members
- There was a capital assessment in 2019 of \$24,500
- Club is a 501(c)(7)

HOUSTON COUNTRY CLUB WEB SITE: www.houstoncc.com

GENERAL MANAGER/CHIEF OPERATING OFFICER (GM/COO) POSITION OVERVIEW

As Chief Operating Officer of the Club, the GM/COO is responsible for the effective management and leadership of all aspects of the Club's operating departments, activities and relationships and supervises, coordinates, and administers the policies of the Club as defined by the Board of Directors. Additionally, he/she is also responsible for promotion of the Club and the culture of hospitality, friendliness and good will among all members and guests. Being a true "thought partner" with the Board and Committees is critical, as is the desire to be a strong "visionary" to help define and guide discussions and support toward programs, amenities, and other strategies that will allow HCC continued excellence in all it does and provides for its members and staff.

Working closely with volunteer leaders on the Board and Committees to help further evolve the Club's desire for a modern GM/COO-led organizational structure, the GM/COO is a catalyst to focus on protecting the unique "culture" of the Club that upholds strong friendship and the camaraderie and "family" of its members and staff. Additionally, clear direction and attention must be given to providing clearly defined goals and objectives to the Team, mentoring and supporting them, but also holding them accountable to the agreed upon objectives.

Leading one of *THE* top clubs in the country, the GM/COO of Houston Country Club is expected to be an executive capable of effectively dealing with a wide variety of constituencies---from members to volunteer leaders to local authorities to the over 300 staff members who comprise the team at HCC. Possessive of a natural high energy style, being an adept decision-maker, having the ability to see, logically define and execute a vision and being an outstanding and highly approachable communicator is critical.

EMPHASIZED KEY CHARACTERISTICS

A key requirement is to be able to work proactively with the Board and Club Committees, as appropriate, helping them to keep focused on key goals and objectives that benefit the long-term well-being of HCC. As noted, a keen ability to "drive change and deliver mutually agreed upon results", as well as to professionally function in an almost CEO-like capacity, engaging the many aspects of both paid and volunteer leadership that contributes to the success of Houston Country Club.

Outstanding communication skills are necessary for this role and to be successful at HCC. As the primary communicator of much of the information at the Club, proven outstanding verbal and written skills are absolutely critical, as is a keen ability to "listen," "engage," "build trust" and "be highly approachable."

Other key attributes, characteristics and style of the successful new leader include:

- Must be a visionary and mission oriented; anticipating how the Club continues to evolve is important, as is being actively 'networked' in the industry to the point of being on the forefront of trends in clubs. Being strategic in focus and able to gain support and execute approved plans and directions, sometimes imploring the Board to make actionable decisions, albeit with a strong and natural ability to analyze and communicate the reasons behind recommendations.
- Being naturally outgoing, conversant, respectful, and diplomatic, but able to diplomatically say "no" when appropriate; having keenly developed "gravitas" is important to being able to deal effectively in a feedback rich environment.
- Being driven and a confident 'agent of appropriate change' while also recognizing the need to be "highly present" in all aspects of the operation and, therefore, open to engagement and spontaneity while also being exceptionally organized and deliberate.
- Recognizing the need for the continuation of an "employer of choice" approach to attracting, retaining, and developing staff at every level within the greater HCC organization. As part of this expectation, being known as a true "mentor" and having developed an outstanding culture of innovation, learning, on-going development and 'mission-centric' focus throughout one's current organization is critical.
- Being innately understanding, empathetic, reliable, and relatable to members and staff at all levels.
- Having exceptional financial acumen and ability to evolve the organization model to support the significance of change currently occurring is critical. Recognizing and articulating key KPIs and other industry metrics must be part of one's DNA.
- Having good understanding of today's club technological opportunities and staying focused on using high tech to improve high touch with members and service delivery options.
- Recognizing and valuing the Club's traditions and having the ability to implement change while maintaining the Club's most valued traditions and culture.

INITIAL PRIORITIES OF THE GENERAL MANAGER

- Learn the culture of HCC by listening (a lot), being approachable, meeting with the Board, Committees, Executive staff, members, and associates as often as possible.
- Focus on the overall strategic and renovation plan of HCC, continuing to consider the overall "vision" of the Club, the demographics of membership and, working closely with the Board and Leadership Team to ensure alignment, understanding and the ability to execute.
- Review food and beverage operations, the balance of ala carte and banquet offerings, as well as staff recruitment, training, and retention programs in this area and, if necessary, implement improvements to continue to move toward consistent excellence in this area.
- Immerse into the budget, the Club's financial history and gaining full appreciation of how HCC has functioned, evolved over the years, and administers to its defined needs and goals.

CANDIDATE QUALIFICATIONS

- Ideally, a minimum of 7 - 10 years of progressive leadership/top level general management experience in (preferably) a private member-owned country club, multi-dimensional operations, or leading resort/hospitality operations outside of the club industry in a similar dynamic, progressive and relevant operation. Leading in a true "CEO-like" model and taking "ownership," accountability and responsibility while doing so are verifiably necessary traits and experiences.
- Verifiable embodiment of the Club's culture and the ability to foster it within others.
- A history of treating members, staff and business associates with great respect and consideration always taking the high road in times of conflict.
- A history of professional self-development, as well as for furthering the professional education of the staff.
- Someone with a history of innovation, and a champion of new ideas and initiatives, looking to consistent improvement of member experiences and operational efficiency; able to effectively lead and embrace "change management."

- A true, confident, diplomatic and competent club or hospitality industry professional who recognizes the importance of accountability, and who has a strong history of success in working with member boards and committees, with a proactive approach to relevant, highly transparent governance and leadership methodology.
- A natural 'hands-on' style with validation of a true engagement with members, staff and outside contributors.
- Naturally possessive of a professional image and style that embodies and properly represents the culture of Houston Country Club.
- Prior experience in coordinating and overseeing complex capital improvement projects.
- Strong history of success and keen understanding of quality Food and Beverage operations, including revenue growth, training, innovation and creativity, and strong service culture development.
- A motivator and servant leader who can bring out the best in others by setting clear goals and expectations, holding them accountable for outcomes, by providing consistent feedback, support and through respectful interaction and professionalism. A "great listener."
- Possessive of a strong network of industry professional relationships to allow for relevant and necessary outside contributions, when and where appropriate, to ensure that Houston Country Club remains a highly desirable and sought out club and community.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- A Degree is highly desirable, preferably in Hospitality Management or Business. In lieu of the degree, substantial private club or hospitality experience will be considered.
- Credentials from the hospitality industry, recognizing on-going involvement and commitment to lifelong personal and professional development are desired.

SALARY AND BENEFITS

Salary is open and commensurate with qualifications and experience. The Club, along with the typical senior staff 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, clearly articulating your "fit" with the profile and the above noted expectations and requirements is necessary.

Your letter should be addressed to Mr. Bill Chiles, Search Chairman of Houston Country Club, and clearly articulate why you want to be considered for this position at this stage of your career and why Houston Country Club and the greater Houston area will likely be a "fit" to you, your family and the Club if selected.

Your interest in this role must be communicated in the above manner no later than December 20, 2020 and preferably sooner. Interviews are expected to occur in early January with the new GM/COO assuming his/her role in a reasonable amount of time thereafter.

IMPORTANT: Save your resume and letter in the following manner:

"Last Name, First Name - Resume" &

"Last Name, First Name - Cover Letter – Houston CC"

(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.

[Click here](#) to upload your resume and cover letter.

If you have any questions, please email Patty Sprankle: patty@kkandw.com

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