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GENERAL MANAGER PROFILE: LOOKOUT MOUNTAIN CLUB LOOKOUT MOUNTAIN, GA

THE GENERAL MANAGER OPPORTUNITY AT LOOKOUT MOUNTAIN CLUB

The General Manager (GM) role at Lookout Mountain Club is an opportunity to lead a club that is truly unique overseeing two historic properties on scenic Lookout Mountain. The new GM will hold a high-profile leadership position requiring a person with unique talent and leadership abilities. The Club is eager to find a strong, competent 'front facing' leader who will lead a well-regarded team of professionals that are committed to continue elevating Lookout Mountain's already prominent position.

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

ABOUT LOOKOUT MOUNTAIN CLUB AND COMMUNITY

The Lookout Mountain Club is located in the northwest corner of Georgia on the Tennessee border. The Club has two, unique mountaintop properties less than two miles apart in beautiful Lookout Mountain just minutes away from downtown Chattanooga. The Lookout Mountain Club is considered the crown jewel of the community. The Club offers full-scale country club amenities in a picturesque, mountaintop setting. The stately historic Fairyland Clubhouse offers breathtaking, panoramic views from its perch on the eastern brow, along with modern amenities including gourmet dining, a state-of-the-art Fitness Center, an active Tennis program, a bluff-side pool, and a variety of banquet and special event venues. The Golf Clubhouse also offers dining and entertaining venues, sweeping vista views and a world-class, 18-hole golf course designed by renowned golf course architect Seth Raynor and named by *Golfweek* magazine as a "Top Classical Golf Course in America." The Club's social calendar is filled with tournaments, wine tastings, barbecues, poolside buffets, children's activities and events for the whole family. Always comfortable, welcoming and inviting, The Lookout Mountain Club takes the country club experience to a whole new level.

The Golf Course & Clubhouse

Built in 1925, the 18-hole, championship course is one of only 30 remaining courses in America designed by Raynor and the only one he designed on a mountain top, making it unique in that it is both a links and inland course. With its challenging holes and breathtaking mountain views, it is a favorite course among professional and amateur golfers alike. It is home to a number of prestigious tournaments throughout the year, including the ever-popular member/guest tournament called "Swing Ding." Professional golf instruction is also available through the Pro Shop.

The 18,000 Square foot Golf Clubhouse features:

- Large main dining room
- Intimate terrace room
- Full-service bar
- Large living room with fireplace
- Spacious covered patio for outdoor dining and socializing
- Golf shop featuring the latest equipment and apparel
- Ladies Locker Room
- Men's Grille
- Men's Locker Room
- Legacy Room
- Junior Room

The Fairyland Clubhouse

What originally opened as an inn in 1926, the Fairyland clubhouse stands today as the main office of the Lookout Mountain Club. Perched on the scenic Eastern brow of Lookout Mountain and nestled among giant rock formations, the stately Tudor clubhouse is listed on the National Register of Historic Places and exudes all the charm and elegance of a bygone era. In addition to exceptional dining, the Fairyland clubhouse offers a variety of event venues and banquet facilities, certain to make any occasion special. The recreational offerings at the Fairyland clubhouse include swimming, tennis, Pickle Ball and a state-of-the-art Fitness Center with a variety of fitness classes, personal training and even childcare. The Fairyland Club is the birthplace of Miniature Golf.

LOOKOUT MOUNTAIN CLUB BY THE NUMBERS

- 635 Members in all categories
- 11,000 Rounds of golf annually
- \$15,000 Initiation fee
- \$5.5M Gross volume
- \$3M Annual dues volume
- \$1.65M F&B volume; 67% a la carte, 33% banquets
- 65 (FTE) out of season employees; 115 (FTE) in-season employees
- 57 Average age of members
- 11 Number of Board Members, serving 3-year terms
- 5 Number of Department Heads
- 10 Number of Standing Committees

LOOKOUT MOUNTAIN WEB SITE: lookoutmountain.club

GENERAL MANAGER - POSITION OVERVIEW

The GM at Lookout Mountain Club has full responsibility for all aspects of operations of the Club effectively managing all resources and reporting to the President and is expected to be the embodiment of an “exceptional member-centric experience.” The GM must engage quickly with all key constituents including department heads, staff, members and BOD to re-establish lines of communication and develop short, medium- and long-term strategic goals for Lookout Mountain. The GM will lead the management team, be representative of modern management “best service and member experience” practices, while promoting a positive, engaging, responsive and highly competent service culture in all operations.

The GM is expected to be an interactive “thought partner” with the Board and Committees, working closely with both groups as they collectively make decisions and set strategic direction for the long-term well-being of the residents and membership. Lookout Mountain has a family-focused culture with many new, younger members and families and the balance of young traditions with relevance to today’s member needs and expectations is a critical success factor. All of this needs to be done with a sincere, integrity-filled, hands-on style, recognizing the need to be the “face” of Lookout Mountain.

The successful new GM at Lookout Mountain must possess especially strong skills in “mentoring” and “holding accountable” senior staff and a group of meaningfully engaged and well-regarded employees who are looking for that type of leadership as well.

Members recognize the enhanced continuance of an energized, well-trained, committed team is critical for continued success. A sincerely engaged, personally invested, and instinctually ‘front facing’ style is particularly important for one’s success in this role. Being able to have candid, thoughtful discussions with members as member expectations of involvement and conduct are being refined is also critically important.

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

- The GM must be a “hands on” interactive leader who directly monitors the operation and mentors the staff throughout each day; someone who recognizes and embodies the details necessary for consistency and high levels of satisfaction in all operations and amenities.
- The GM must possess a personality that is genuine, likable, positive and upbeat and one that projects attractive qualities that puts people at ease. Honesty, straightforwardness, integrity, accountability, leadership and dedication. The GM should be able to inspire and motivate others, earn the respect of the members and employees as well as the community (both internal and external) at large.
- The GM will be generous with their time for others, sharing their experience, knowledge of the club profession and life in general.
- Energetic with a passion for people and building relationship; a proven record of success in this regard is critical.
- The GM must be a true leader who can work closely with other leaders in a team concept, supporting and learning from each other.
- The GM should be “confident yet humble and an astute listener with a bias for action.” He or she must also have the ability to engage in a meaningful fashion with both the members and the employees (beyond the board) to execute on day to day operations and ensure the long-term strategy is attained and is actively involved in creating it.
- The GM must be confident in their abilities yet possessing natural humility in his/her interactions with others.
- Possess the natural “art of seeing something....” and then either executing a plan to improve, add, eliminate or rally for whatever it is; essentially being naturally “aware” and “proactive.”
- Being creative, innovative 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, communities, and economic cycles.
- Naturally outgoing, conversant, respectful and diplomatic, but able to say “no” when appropriate without alienating members or staff while doing so.
- Understanding that this is a unique and diverse operation that combines traditional elements of club management with coordination and understanding of a homeowner’s association that requires an even higher level of empathy, authenticity, and responsiveness.

Some of the broader management and leadership functions and responsibilities of the role include:

- The re-establishment of a positive club culture built on trust and support is an important first year goal.
- Provides leadership, mentoring, training, and organization for all employees. Outstanding team building and development skills are critical.
- Ensuring an effective recruiting process for staff members is critical.
- Maintain and regularly update the Club Standards of Operation, recognizing that status quo isn’t always relevant.
- Assists in planning and execution of all Club tournaments and events.
- Prepare for and conduct regular management and staff meetings to best ensure engagement and education of all contributing constituencies to Lookout Mountain’s success.
- Contributes to the governance process as an active participant with the Board and Committees, clearly recognizing the need to take accountability and responsibility of the GM role.
- Possessive of an exceptional financial aptitude commensurate with executive duties within a multi-million dollar operation.
- Developing and leading a quality, proficient management team to drive business results, operate revenue centers within established guidelines, actively coaching, instilling team accountability, and rewarding successes.
- Serving as the “Behavior Model” for direct reports and all levels of employees; actively aware of his/her influence on the team with his/her ‘tone at the top’ modeling.
- Securing positive strategic networking opportunities within the industry via associations or affiliates as reasonable to further elevate Lookout Mountain’s “brand” and ensure forward thinking and trend awareness.
- Actively conferring with administrative personnel and reviews activity and operations to determine changes in programs, operations, or personnel.

KEY PRIORITIES FOR SUCCESSFUL TRANSITIONING

The following priorities have been identified as recommended primary focus:

- Engage quickly with all key constituents including department heads, staff, members and BOD to re-establish lines of communication and develop short, medium- and long-term strategic goals for Lookout Mountain.
- Work to ensure a smooth and successful transition. A successful outcome will include understanding and embracing the Club's "culture," and quickly developing relationships with members and staff.
- Be "present" and positively approachable where needed to develop strong member and staff trust and confidence; approachability, follow up, and candid, respectful interactions are key. Being engaged and part of every operating department is critical, as is becoming the "face of Lookout Mountain!"
- Develop the Board and Committee relationship, working to create a strong bond and communication exchange of diplomatic openness. Ensure that well-intended member volunteer involvement is appropriate and in support of the Club's goals.
- Immerse into the Club's financial and business plans to fully understand the Club's history and model for success.
- Work closely with the F & B team to ensure that an appropriate foundation of success is in place in this department, both in the culinary and service execution sides of the operation. F & B operations are of great importance to the membership, and meeting members' expectations in this area is a critical success factor.
- Create a 'State of the Club' report after a 90-day review, outlining key evaluations of all operating departments, processes and procedures as well as personnel. Present an action plan for Board approval that addresses improvements to services, programming and other necessary actions or recommendations.

CANDIDATE QUALIFICATIONS

- Ideally, a minimum of 7 - 10 years of progressive leadership/general management experience in (preferably) a private member-owned country club, ideally within a residential community with significant, 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 development of himself/herself, as well as for furthering the professional education of the staff.
- Knowledge and ability to utilize appropriate and relevant technology tools for modeling and monitoring business activities and outcomes. Technologically proficient and recognizing of best practices use of technology to improve 'high touch' service delivery to members, as well as to more effectively manage and lead operations.
- 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 Lookout Mountain.
- Naturally outgoing, energized, motivated with an "authentic" style and a true "servant's heart."
- Prior experience in coordinating and overseeing complex capital improvement projects.
- Appreciation for and knowledge of golf, which is a foundation of success at Lookout Mountain.
- 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 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."
- 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 industry professional who recognizes the importance of accountability, and who has a strong history of success in working with member boards and committees, especially important in this instance as many new operating practices are being established.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

A college graduate is preferred. Commitment to on-going personal development regardless of what stage they are in their career and hold a CCM or equivalent professional designation.

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. CMAA dues and meeting and continuing education expenses are also paid by the Club.

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.

Prepare a thoughtful letter of interest in alignment with the above-noted expectations and requirements. Your letter should be addressed to: **Dear Search Committee Members,** and clearly articulate why you want to be considered for this position at this stage of your career and why Lookout Mountain Club and the Greater Chattanooga area will be beneficial to you, your family, your career, and the Club, if you have the honor of being selected.

Expressions of interest in this manner should be conveyed to our Firm no later than May 20, 2020, preferably sooner. Candidate selections will occur in early June and interviews are expected to occur later that month. The eventually selected successful candidate would likely start in Summer 2020, but there is flexibility as needed.

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.

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

If you have any questions, please email Holly Weiss: holly@kkandw.com

Lead Search Executive:

Sam Lindsley

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