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GENERAL MANAGER/CHIEF EXECUTIVE OFFICER PROFILE: MOUNTAINTOP GOLF & LAKE CLUB CASHIERS, NC

THE GENERAL MANAGER/CHIEF EXECUTIVE OFFICER OPPORTUNITY AT MOUNTAINTOP GOLF & LAKE CLUB

The General Manager/Chief Executive Officer (GM/CEO) role at Mountaintop Golf & Lake Club (Mountaintop) is an opportunity to lead a club that is truly unique in its approach to becoming the "Ultimate Family Club." The new GM/CEO will be following a highly successful leader and 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 inherit a very well-regarded team of professionals that are committed to continue elevating Mountaintop's already prominent position in the Highlands-Cashiers region.

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

ABOUT MOUNTAINTOP GOLF & LAKE CLUB AND COMMUNITY

The Club Community is located in the Highlands-Cashiers region of the Carolina's Blue Ridge Mountains which has been a cherished summer mountain retreat for Southern families since the late 1800's. Mountaintop Golf & Lake Club is a Private Equity Membership Club with a requirement to own property to become a member and membership is by invitation only.

The property was originally developed by Discovery Land Company (a Scottsdale-based real estate firm specializing in the creation of world-class golf and residential communities). The Club was transitioned to the members in January 2015.

A unique feature of a Mountaintop membership is an extended family feature whereby once a couple become members their parents, grandparents, children, and grandchildren all become members of the Club. This feature makes Mountaintop the "Ultimate Family Club" with a wide variety of amenities for all age groups and in 2014 was named "Best of the Best" in *Links Magazine*.

A resident of neighboring Hendersonville, Tom Fazio designed the 18-hole course at Mountaintop and spent countless hours personally walking the terrain ensuring the course flows seamlessly with the natural topography of the dramatic mountaintop terrain.

The 43,000 sq. ft. mountain lodge-inspired clubhouse is the social and activity gathering spot for all members. Dining options for members range from relaxed lakeside picnics, and casual dinners in the clubhouse, to formal gourmet fine dining. The clubhouse provides a private dining room which may be reserved for private gatherings and special occasions, and five overnight guest rooms. Additional clubhouse amenities include a spa and salon, a beautiful resort-style swimming pool, tennis facilities, and a state-of-the-art fitness center.

Mountaintop's 7-acre Lake Club campus is located just minutes away on the shores of Lake Glenville, the highest lake east of the Mississippi River. The lake, fed by three cascading waterfalls has 26 miles of shoreline with quaint beaches that are ideal for family picnics, lakeside parties or other fun summertime activities. Mountaintop's Lake Club offers a 3,000 sq. ft. clubhouse with dining services and a fleet of boats.

Additionally, members can enjoy and access a General Store, Shooting Club, Activity Center and a full-service Kids Camp.

MOUNTAINTOP GOLF & LAKE CLUB BY THE NUMBERS

- There are 350 members and 4 social members – membership is currently at capacity
- Full Equity Membership - \$150,000
- Annual Dues – \$20,000 for Golf Members
- 18 holes of Tom Fazio design supports nearly 14,000 rounds of golf annually
- Overall operating budget is approximately \$14.0M
- Food and beverage volumes are approximately \$1.6M, with approximately 95% from a la carte dining
- Approximately 15 department heads, another 45 full time or seasonal managers and supervisors, and nearly 200 staff members in the height of summer, with approximately 60 there year round
- There are 9 Board Members, each serving three-year terms
- There are 3 standing Board committees; Nominating, Finance and Membership (no member committees)
- Mountaintop practices the GM/CEO concept of management and the GM/CEO reports directly to the Club President
- Average age of members is 55
- The Club is open May 1 through January 1, but the role is year round with significant off season planning and maintenance

MOUNTAINTOP WEB SITE: www.mountaintopgolfclub.com

GENERAL MANAGER/CHIEF EXECUTIVE OFFICER/CEO - POSITION OVERVIEW

The GM/CEO at Mountaintop Golf & Lake Club has full responsibility for all aspects of operations of the Club and Community Association (which is expected to officially transition to member ownership in the next few years), effectively managing all resources and reporting to the President and is expected to be the embodiment of an “exceptional member-centric experience.” The GM/CEO 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/CEO 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. Unlike many mountain club communities, Mountaintop 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 Mountaintop both internally and in the external greater Cashiers/Highlands community.

The successful new GM/CEO at Mountaintop 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. The GM/CEO will have oversight responsibilities for 18 departments and 15 Department managers. These include: Food & Beverage, Culinary, Golf Operations, Golf Course Maintenance, Landscape Facility Maintenance, Landscape Private Homes, Landscape Community Maintenance, Spa, Fitness, Outdoor Pursuits, Marina, Accounting, Member Services, Rooms & Lodging, General Store, Residential Services, Facilities Maintenance, Security, and Community Association Design Review.

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/CEO 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/CEO 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/CEO 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/CEO 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/CEO must be a true leader who can work closely with other leaders in a team concept, supporting and learning from each other.
- The GM/CEO 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/CEO 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:

- 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 as nearly 2/3rds are seasonal.
- 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 Mountaintop’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/CEO 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 Mountaintop’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:

- Work to ensure a smooth and successful transition. Mountaintop functions at a high level at present; 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 Mountaintop!"
- 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 Mountaintop.
- 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 Mountaintop.
- 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 **Mr. Robert B. Hill, President**, and clearly articulate why you want to be considered for this position at this stage of your career and why Mountaintop Golf & Lake Club and the mountains of North Carolina 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 April 18, 2019, preferably sooner. Candidate selections will occur in May and interviews are expected to occur later that month. The eventually selected successful candidate would likely start in summer 2019, 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.

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 Patty Sprankle: patty@kkandw.com

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