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GENERAL MANAGER PROFILE: TRUE NORTH GOLF CLUB HARBOR SPRINGS, MI

THE GENERAL MANAGER OPPORTUNITY AT TRUE NORTH GOLF CLUB

True North Golf Club is a top-rated golf course carved deep into the woods of Northern Michigan by award-winning architect Jim Engh in beautiful Harbor Springs, Michigan. True North is a privately owned, exclusive, low-volume destination golf club which provides a true championship level golf experience. They are seeking to place a highly capable club/golf experienced operator with strong leadership skills in a position of General Manager. True North is all about golf!

The General Manager's leadership and team building skills will be a key to the selected candidate's future success. Visibility, member engagement, and authentic enjoyment of building member relationships are important responsibilities for the new General Manager. The ability to relate to team members, club leadership and Ownership in a professional, respectful, and diplomatic manner will foster success in this position.

This person must demonstrate the ability to strategically promote team member growth and engagement and deliver an exceptional golf experience for all members, their families, and guests. The ideal candidate will additionally be someone who has an appreciation for the outdoors and love of the Northern Michigan way of life, which is a true 'four seasons' environment.

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

TRUE NORTH GOLF CLUB

True North Golf Club is a private destination club with a top-rated championship golf course, on-site lodging, trout fishing and dining facilities located only five miles from Harbor Springs, Michigan, which has been called by several journalists, "Nantucket of the Midwest." Harbor Springs is a lovely resort town that is known for its excellent dining, upscale shopping, gorgeous views of Little Traverse Bay and Lake Michigan plus an array of outdoor activities—including sailing, skiing, hiking, and biking. Summer/winter residents and visitors come from all over the country to experience the beauty and serenity of Northern Michigan.

True North was created for golfers that appreciate championship level golf in a low volume, no tee times required, secluded and pure environment. As noted, the golf course is designed by award-winning architect, Jim Engh, and is considered one of his best designs. A stunning course that flows through the corridors of Northern Michigan's native forest and wildlife, with exhilarating elevations, bent-grass fairways, and pure rolling greens, True North provides a solitude of play and a "true" golf experience.

The Clubhouse offers casual lunches or signature wine dinners in the Compass Room, a fully stocked Golf Shop and both men's and women's locker rooms. In addition to golf, members and guests can take advantage of the many hiking trails, trout fishing and swimming in the Camp True North Pond, or simply hone their short game at the practice area and range. As a destination club and, members and guests are welcome to stay on the property in one of the eight fully equipped and managed cottages.

Since opening, True North has received a host of regional and national awards, including being ranked along with the best in the state of Michigan by *Golf Digest Magazine* year in and year out and in the 2021 *Golf Digest* rankings it was #6 in the state.

TRUE NORTH GOLF CLUB BY THE NUMBERS:

- Approximately 210 Members
- Initiation Fee - \$30,000
- Annual Dues – for 2022, \$6,200
- Approximately 7,800 rounds of golf annually
- Approximate Annual Gross Volume - \$3.25M
- Approximate Annual Dues Volume - \$1.32M
- Approximate F&B Volume - \$450,000
- Club uses Jonas for POS and accounting systems
- Average age of members approximately 55-60
- The Club is privately owned with an advisory board of seven members; reporting is directly to the Ownership group of three key individuals

TRUE NORTH GOLF CLUB WEB SITE: www.truenorthgolf.com

GENERAL MANAGER JOB DESCRIPTION

The General Manager (GM) is responsible for helping to set and deliver on the mission and vision of True North Golf Club. This executive has operational management authority over the daily operations of the Club, as well as working with Ownership to establish organizational and financial goals, objectives, plans, and policies.

The GM is responsible for the financial and operational stability of the club and other external activities. Duties include developing and consistently executing standard operating procedures for all departments, setting up and overseeing point of sale systems, recruiting of the lodging, food and beverage, financial, facilities, golf and golf course maintenance and services teams with the focus on maintaining exceptional facilities, services, and programs throughout the Club. The golf course is currently in good condition, but Ownership strives to continuously improve and has engaged an outside consultant to aid the superintendent in identifying focus areas and improvement actions. The GM will need to oversee and drive this initiative.

It is important that the GM actively develops with the Golf Course Superintendent standards for course and practice areas quality, maintenance and improvement plans, and ensures delivery of agreed plan for the daily enjoyment of the Members and their guests. He/She ensures the highest standards for golf services and programs, including golf shop and outside operations, golf shop merchandizing, golf cart quality/maintenance, the Club's golf instruction and club fitting programs, tournaments and outside events and all member relations and communications. He/She is expected to be a proactive, highly visible and naturally engaged 'front facing' leader of the organization.

He/she will develop long range and annual business plans, including annual capital plan and budgets, obtain approval from ownership, analyze and communicate financial statements to Ownership, who are not on-site full time. He/She is expected to deliver on financial targets and proactively take corrective action when appropriate. The GM ensures collection of member dues and charges, oversees execution and completion of all capital projects, and assures compliance with local, state, and federal laws pertaining to the operation of the Club.

The GM will play a critically important role in developing, maintaining and enhancing the personality and culture of the Club, its membership, and its employees. To be successful, he/she must be a visible, warm and welcoming person who will be personally involved in the front of the house, both in terms of setting the tone and the training of employees, as well as being personally present at events, both big and small as the 'season' in Northern Michigan is short, but intense.

Oversight includes responsibility of the entirely True North staff and direct supervision and development of 8 full time leadership team staff including the Golf Professional, Assistant GM, Executive Chef, Clubhouse Manager, Golf Course Superintendent, and Facilities Manager.

It is important that the GM develops and implements a sustainable organizational structure and drives recruitment and hiring of a high performing staff, likely including seasonal staff (H2B visa staff as needed was started in 2022).

True North is a seasonal club and as such there is a requirement for extensive staff recruitment on an annual basis, with potential significant weekend activity in the winter months as the Club is located approximately three miles from Michigan's most popular ski resorts and cottages can be in high demand during quality skiing conditions.

It is expected that the GM will conduct and document regularly scheduled staff meetings and regularly communicate to Ownership, as well as working closely with the True North Advisory Committee (General Manager, Head Golf Professional, Course Superintendent and 7 members of the Club) to obtain input and feedback from membership. He/She interfaces with real estate agents on sales as some property is being developed, and as they integrate with applications for golf membership. Additionally, he/she works with HOA regarding situations where Club resources are involved.

Full-time staff are currently limited in managerial experience, making it essential that the selected candidate has demonstrated experience in developing key management positions to create a high performing management team. Prior examples of growing and developing staff skills will be a critical element of the hiring decision for this role.

The GM oversees the housekeeping and maintenance of the clubhouse and golf related buildings, the operation of the restaurant including event management (weddings, club sponsored special events, etc.), manages the rental program for 8 cottages on site including reservations, housekeeping, maintenance, etc. He/She is responsible to ensure adequate staff housing is in place each year including management of the existing 3 staff housing units with space for 14 seasonal team members.

The GM, as approved by Ownership, is responsible for all marketing plans to maintain a full membership and grow the waitlist to insure sustainability of a full membership. He/she will help recruit, review, evaluate and assess membership applicants, solicit feedback from membership (surveys, informal communication, advisory committee) which feeds into staff evaluations, event planning, capital and operational needs.

To be successful, the General Manager must:

- Understand, appreciate and be additive to building True North's culture. The Club is still relatively 'young' in its history and determining its traditions.
- Evaluate all current positions, personnel, and organizational structure for future maximum performance. This is especially important given the fact the rapid membership growth the club experienced from approximately 100 to 210 memberships over the last 3 years.
- Have outstanding golf appreciation along with lodging and food and beverage aptitude, and experience to deliver in these areas at a high level.
- Partner with the Director of Golf and Golf Course Superintendent to create a consistently exceptional golf experience. *True North Golf Club's golf experience is the key to the Club's success.*
- Possess strong financial acumen and exceptional administrative skills, including clear understanding and development of KPIs for the organization, and able to articulate their meaning and trending analysis. The ability to create and oversee a system identifying key ratios to track payroll, net F & B, and other key metrics, as well as valuable 'dashboards' for oversight and enhancement of operations is important.
- Have an enthusiasm and aptitude for teaching, training, developing, and enhancing orientation and training programs for all Club personnel. He/She should be a natural and active 'mentor' to the team.
- Be adroit at developing relationships, being a respectful and diplomatic, but candid "thought partner" with Ownership and Advisory Board.

CANDIDATE QUALIFICATIONS

- A minimum of 3-5 years of progressive leadership/management experience having a consistently upward tracking leadership experience in a contemporary business model club or a similar hospitality operation known for high service standards. The Club will consider a current club GM, as well as those "rising stars" with the clear potential who are currently in exceptional golf club environments as an Assistant General Manager, Club Manager, or having similar responsibilities. Golf experience is key. The Club will consider current directors of golf who can clearly show higher level management skills and abilities.
- Exceptionally strong interpersonal and communication skills.

- Good judgment and sound decision-making skills, resolving problems in a timely manner, as confirmed in reference checking and interviewing, and ability to have regular, clear and proactive discussions with Ownership to keep them well apprised of current conditions. “No surprise” leadership is essential.
- Detail oriented with the ability to exercise good time management skills, as well as the ability to instill such proficiencies in others with whom he/she will be working with if selected. As noted, the Club is highly seasonal and having worked in such environments is extremely helpful, as is understanding the need to be ‘out of balance’ in one’s work/life for the height of the intense summer season in Northern Michigan. ‘Rebalancing’ occurs in the off-season months, and it is critical that one understands and embraces this reality from day one.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- A Bachelor’s Degree from a four-year university or college is highly desirable, preferably in Hospitality or Professional Golf Management.
- In lieu of the degree, substantial private golf club or hospitality experience will be considered.
- Industry certifications preferred but not required, preferred designations: CCM, CCE, PGA GM Certification

EMPLOYMENT ELIGIBILITY VERIFICATION

In compliance with federal law, all persons hired will be required to verify identity and eligibility to work in the United States and to complete the required employment eligibility verification form upon hire.

CLUB COVID REQUIREMENTS

This club does not require staff to be fully vaccinated as a provision of employment.

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. Please be sure your image is not present on your resume or cover letter; that should be used on your LinkedIn Profile.

Prepare a thoughtful cover letter addressed to Mr. Rolla Huff, Search Committee Chair and the True North Golf Club Search Committee members, and clearly articulate your alignment with this role and why you want to be considered for this position at this stage of your career and why True North and the Harbor Springs area will be beneficial to you, your family, your career, and the Club if selected.

You must apply for this role as soon as possible but no later than Monday, October 24, 2022. Candidate selections will occur near the first of November with first Interviews expected in mid-November and second interviews a short time later. The new candidate should assume his/her role in early 2023.

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

“Last Name, First Name - Resume” &

“Last Name, First Name - Cover Letter - True North GC”

(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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