

GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: HYDE PARK GOLF & COUNTRY CLUB CINCINNATI, OH

GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT HYDE PARK GOLF & COUNTRY CLUB

The opportunity at Hyde Park Golf & Country Club (HPG&CC) will allow its next General Manager/Chief Operating Officer to join a club that is considered one of the finest in the Cincinnati area. The new General Manager/Chief Operating Officer will oversee multiple new amenities and be an integral part of strategic, long-range planning for the club's future.

Hyde Park Golf & Country Club is well known in the area for the quality of its course and golf experience, the quality of its F&B operation, racquets and aquatics programs and its overall dedication to "family," which is evident in the way members use the Club.

Moving to the future, HPG&CC is looking for a highly engaged and present leader who possesses outstanding teambuilding capabilities, financial acuity, and an especially strong understanding and ability to execute a relevant and vibrant F&B operation, which is the cornerstone for member satisfaction at HPG&CC. Being comfortable in a truly family oriented club and naturally enjoying that kind of operation combined with strong mentoring and communication skills is essential.

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

HYDE PARK GOLF & COUNTRY CLUB

Hyde Park is one of the most desirable neighborhoods in the Cincinnati area, only minutes away from Reds games, Bengals games, the Cincinnati Zoo, and a world class network of hospitals and top tier Universities. Located 8 miles NE of downtown Cincinnati and founded in 1909, Hyde Park Golf & Country Club has been making lasting memories for Cincinnati families for over a century.

The 18-hole Donald Ross-designed golf course is characterized by its distinctive, well-maintained grounds that offer a challenging, yet enjoyable experience for all levels of golf.

Catch a beautiful sunset during dinner on the full-service porch, or in the Donald Ross Grille, both with sweeping views of the golf course and club grounds.

Hyde Park Golf & Country Club offers its members a variety of amenities. Including a brand-new tennis, pickle and paddle court campus with six outdoor tennis courts, four Tenneco (clay) and two hard-courts, four platform and two pickleball courts, a new resort style pool complex, 3 indoor golf bays, a teaching bay and putting green, a fitness facility that offers state of the art equipment and last but not least, it's very own indoor bowling alley offering fun for every age. Membership is in high demand, currently operating with a 1-2 year wait list.

HYDE PARK GOLF & COUNTRY CLUB BY THE NUMBERS

- 67,000 square foot Clubhouse
- 575 members in all categories
- \$55,000 Initiation Fee
- \$8,353 Annual Dues
- \$4.1M Annual Dues Revenue

- \$7.4M Gross Revenues
- \$2.6M F&B volume, 60% a la carte / 40% catering
- 72 Employees (53 FTE) in-season
- 32,000 rounds of golf
- Club accounting and POS system is Club Essentials
- Hyde Park is a 501(c), not for-profit, tax-exempt corporation
- There are Nine members of the Board of Governors with six-year terms
- 52 - Average age of members

HYDE PARK GOLF & COUNTRY CLUB WEB SITE: www.hydeparkcc.com

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

The Club has a strong history of tenure amongst many of its senior staff and desires to attract a verifiably high-performing, achievement-oriented, collaborative new leader who views HPG&CC as a “destination club” for many years to come.

The GM/COO position has responsibility for all day-to-day Club operations. He/she directs and administers all aspects of the operations--the amenities, project development, staff, and all programs and activities, including each operating entity of golf, racquet sports, pool, food/beverage operations, activities, and programs--to ensure consistently outstanding service delivery to the membership and their guests. The Board of Governors does not want to operate the Club; they have been and want to continue in a higher level of oversight, policy making, governing, and strategic focus. Key to the new GM/COO’s success is the intuitive sense to be “present” and to sincerely engage with every generation of members and their guests. However, HPG&CC has a rich history of Club members serving on committees of its various activities to ensure member satisfaction and in support of the Club staff.

The GM/COO is responsible for the creation, implementation and consistent execution of all service standards and processes while providing vibrant, innovative, relevant, and respectful leadership to key managers and staff. A primary objective is for the GM/COO to be the highly visible and interactive face of the Club and to ensure that departmental goals and objectives are defined, understood, evaluated, and enhanced on a continuous basis.

Being a natural mentor to the team is also critically important, as is being a strong advocate for the team’s success. The GM/COO must be a proactive and assertive leader in the process of strategic planning, talent acquisition and retention, membership activities/services programming, ensuring that each of these areas of focus consider current and future membership input and demographics. Additionally, he/she must expect to work to exceed the expectations of members and to recognize trends, evolving demographics, and what will help support the Club in the future.

KEY CHARACTERISTICS

A key requirement is to be able to work proactively with the Board of Governors and Club committees who in turn will keep the GM/COO focused on key goals and objectives that benefit the long-term well-being of HPG&CC, and to ensure that any future capital projects are successfully planned and executed, keeping all appropriate constituencies well-informed throughout. The Board of Governors is looking for a partner-like mindset from its GM/COO to take a strong role in running the Club, to be out in front of issues, and to provide them with solutions and executing to successful outcomes where and when needed.

Outstanding communication skills, both written and verbal, are necessary. Additionally, as the primary communicator of most of the information at the Club, a keen ability to listen, engage, build trust, and be highly approachable is also of critical importance.

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

- Exceptional financial acumen, detail-orientation to “see” things needing attention, and operations, systems, and facilities expertise.

- Visionary and mission-oriented on behalf of Hyde Park Golf & Country Club; anticipate how the Club will evolve and be at the forefront of trends in clubs.
- Knowledgeable and innovative as it relates to technology; having the ability to leverage high tech to improve 'high touch' with members as well as efficiency of the operation and enhanced data capture is critical.
- Outgoing, conversant, respectful, and diplomatic, but able to say "no" when appropriate without alienating members or staff while doing so.
- Actively participate and be a "thought partner" with the Board of Directors, Committees, and contributors to the Club's success.
- Attract, retain, and develop staff at every level.
- Innately understanding, empathetic, reliable, and relatable to members and staff at all levels.
- Experience overseeing and implementing capital projects is highly desired.

INITIAL PRIORITIES OF THE GENERAL MANAGER/CHIEF OPERATING OFFICER

The following priorities have been identified for likely initial primary focus:

- Observe, listen, ask questions, and learn about the culture and heritage of Hyde Park Golf & Country Club. The Club is very open to changes and improvements, but you must first understand the culture, overall history, expectations, etc.
- Meet and sincerely interact with and engage as many members as possible. Build trust, schedule interactive times, and follow up on details. Being "front facing" and involved in all operations and especially in member high usage areas/times is important.
- 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 utmost importance to the membership and meeting a majority of members' expectations in this area is a critical success factor. Service and culinary standards and consistent delivery thereof is an important focus.
- Spend time with the team (staff in all areas of operations) getting to know them, their abilities, and aspirations and to further their already strong mutual respect and collaborative approach to supporting one another and the Club's overall mission.
- Develop the Board of Directors and Committee relationship, working to create a strong bond and communication exchange of diplomatic openness.
- Review the full organizational chart of HPG&CC, considering trends, areas of focus and future need, etc., and after 90 days creating a "State of Hyde Park Golf & Country Club" report for the Board of Directors with observations and recommendations. Respectfully questioning "why" process, procedures, and systems with a new set of eyes is a desired part of the evolution to a new executive in this role.
- Examine and elevate the overall performance management systems in place at HPG&CC, recognizing a continued desire to ensure that goals, objectives, accountabilities, and responsibilities should be evaluated with a focus on relevancy. As part of this focus, review the overall HR functions in the Club to ensure consistency within each department and as it relates to continued staff development.
- The Club has a history of exceptional member experiences; consider how to ensure they continue at a high level and where they may be even further enhanced.

CANDIDATE QUALIFICATIONS

A minimum of 4-7 years of progressive leadership/management experience, preferably in a GM/COO role in a golf and family-centric, private member-owned country club with multi-dimensional operations, or leading hospitality operations outside of the club industry in a similar hospitality operation. True 'rising stars' from the club industry who have been verifiably well-mentored, or those hospitality industry managers who come from top quality environments and who possess outstanding relationship skills will also be considered.

Verifiable success in the key attributes noted above. A demonstrable record of personal success, unimpeachable reputation, a hunger for "being the best," recognizable and naturally articulate, because of experience and success, in communicating how and why results were achieved.

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 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 in your LinkedIn Profile.

Prepare a thoughtful cover letter addressed to Hyde Park Golf & Country Club Search Committee/Ms. Tiffanie Papp and clearly articulate your qualifications for this role and why you want to be considered for this position at this stage of your career. Please also share why HPG&CC and the Cincinnati area will be beneficial to you, your family, your career, and the Hyde Park Golf & Country Club if selected.

You must apply for this role as soon as possible but no later than September 27, 2021. Candidate selections will occur early October with first Interviews expected in October 2021 and second interviews a short time later. The new candidate should assume his/her role in mid November.

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

“Last Name, First Name Resume” &

“Last Name, First Name Cover Letter – Hyde Park”

(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 letter of interest and alignment.

If you have any questions, please email Katy Eliades: katy@kkandw.com

Search Executives on this assignment:

Sam Lindsley

Search and Consulting Executive

sam@kkandw.com

216-509-2250 (Cell) - Medina, OH

Thomas B. Wallace III, CCM, CCE, ECM

Partner, KOPPLIN KUEBLER & WALLACE

412-670-2021

tom@kkandw.com