

Shaping **YOUR** personal Future ...

Characteristics and Traits of **SUCCESSFUL** leaders

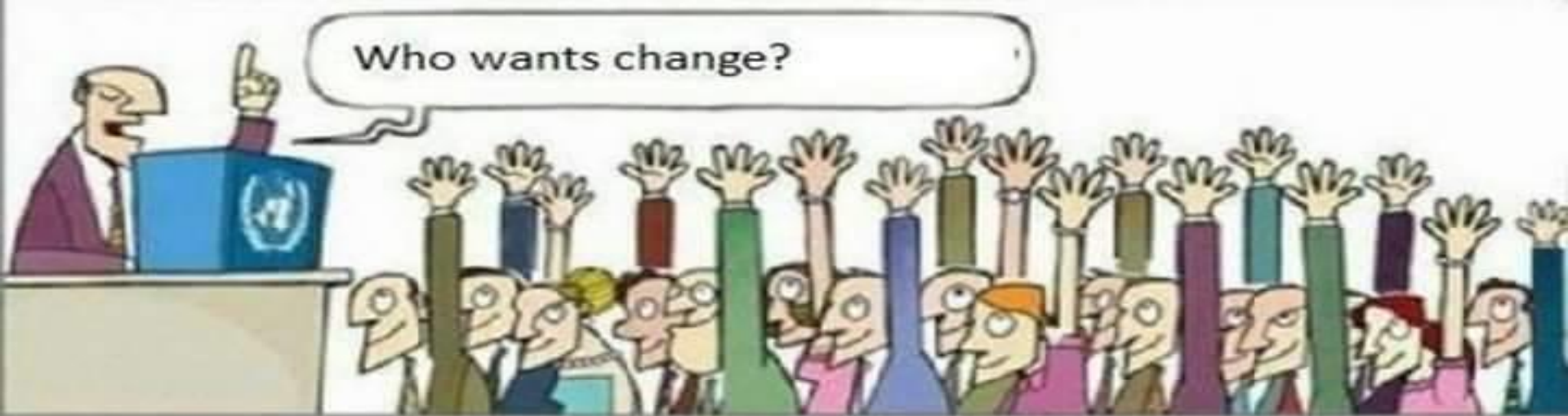


2016 FLCMAA Summer Meeting

Michael Leemhuis, MA. Ed., CCM, CCE, PGA Master Professional
President – Ocean Reef Club

**Who wants to be
“wildly” Successful?**

EVERYBODY WANTS
TO CHANGE THE WORLD
BUT NOBODY WANTS
TO CHANGE

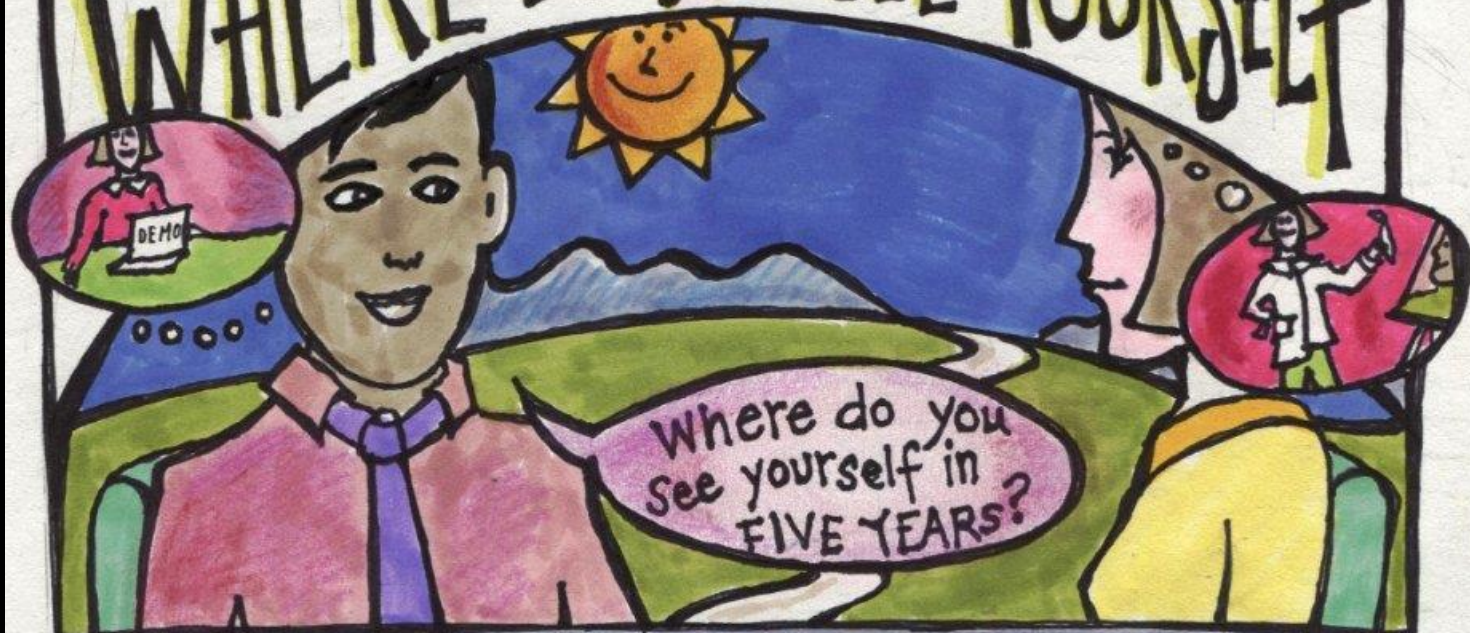


KEY QUESTIONS ...?

Will you take action?

Will you sacrifice?

WHERE DO YOU SEE YOURSELF



WHAT A SHAME YOU ASKED ME THAT RIDICULOUS QUESTION

IN FIVE YEARS?

BY
LIZ
RYAN

Do **YOU** know what
Success looks like?

A Newton's cradle with five gold-colored spheres. The word "SUCCESS" is written in large, bold, gold-colored capital letters across the center of the image. The letters are suspended by thin gold chains from above. The background is a light gray gradient, and the letters cast a soft shadow on the surface below.

SUCCESS

SUCCESS

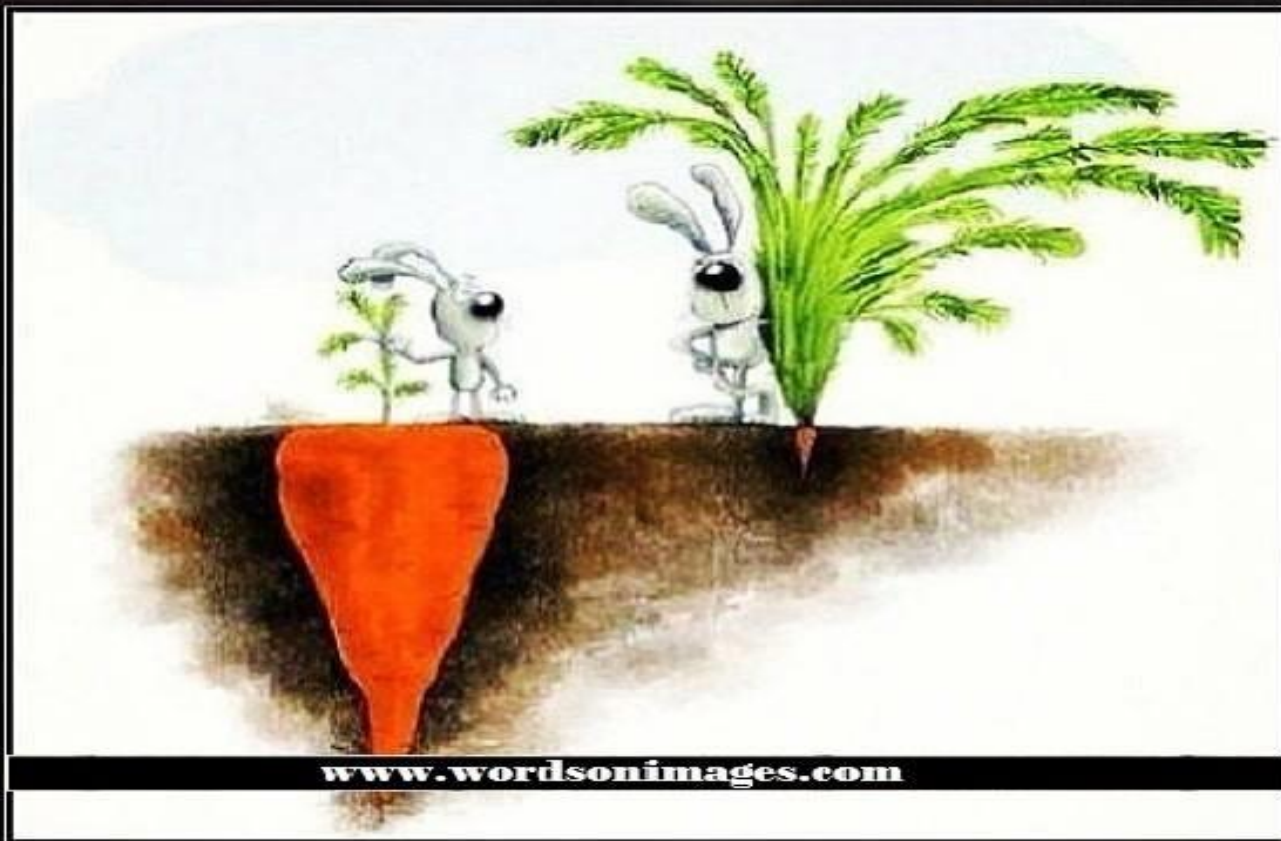


**WHAT PEOPLE THINK
IT LOOKS LIKE**

SUCCESS



**WHAT IT REALLY
LOOKS LIKE**



www.wordsonimages.com

SUCCESS

it's not always what you see

Brian Tracy ...

Successful people are always looking for **opportunities to help others ...**

Unsuccessful people are always asking, '**What's in it for me?**



"Successful people are simply those with successful habits."

- Brian Tracy

“
I NEVER
DREAMED
OF
SUCCESS.
I WORKED
FOR IT.

”

ESTEE LAUDER
#WISEWORDS

Kiana Tom ...

When I meet successful people I ask 100 questions as to what they attribute their success to ... It is usually the same:
persistence, hard work and hiring good people.



Tony Robbins ...

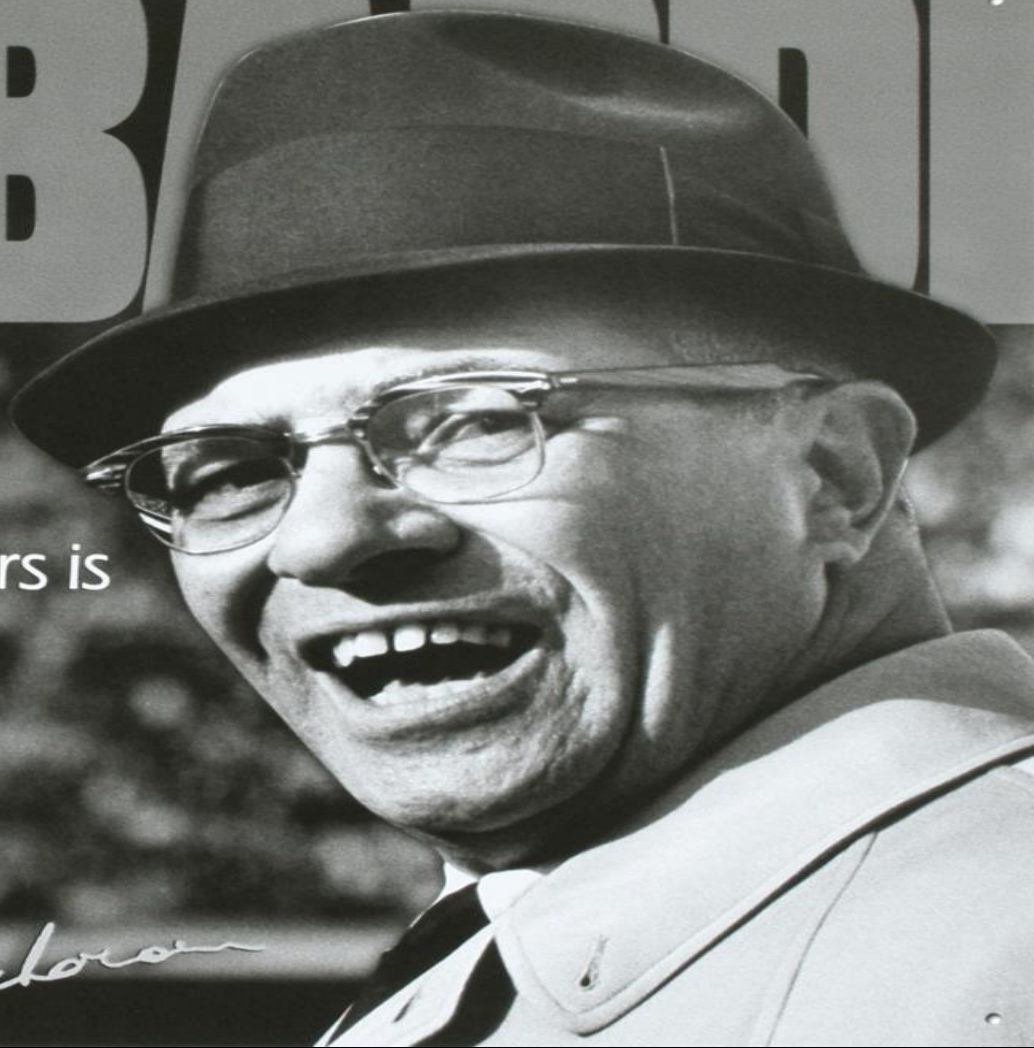
Successful people ask better questions,
and as a result, they get better answers.



LOMBARDI

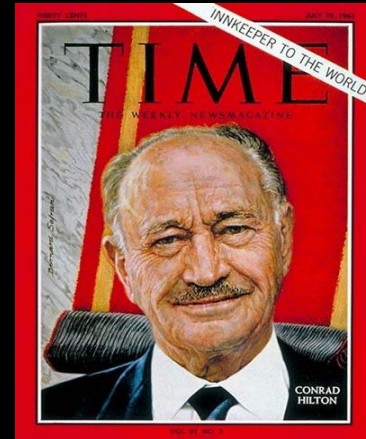
"The difference between a successful person and others is not a lack of strength, not a lack of knowledge, but rather in a lack of will."

Vince Lombardi



Conrad Hilton ...

Success seems to be connected with **action** ... Successful people keep moving ... They make mistakes, but they don't quit.



Defining Success ...



My Definition of Success ... My Arrows?

➤ **Husband ... Married for 32+ years**

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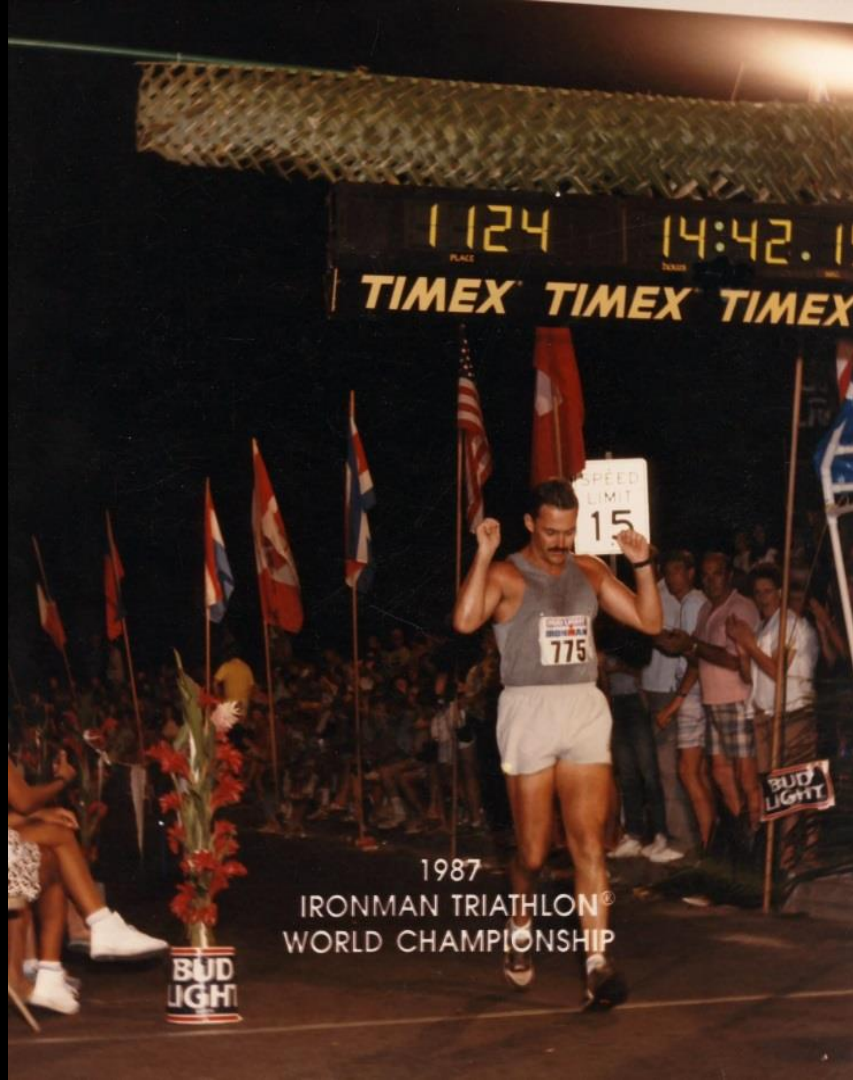
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- **Masters Degree** ... *in Sports Management*
- **CMAA** ... *CCM and CCE*
- **PGA of South Africa** - *Master Professional*
- **PGA of America** – *A13*
- **Sports Achievements** ... *Marathons and Triathlons*
- **“Meaningful Work”** ... *ORC/CCC/PGA TOUR/SUN CITY*



THE KEY TO SUCCESS?

DO STUFF

Character vs. Competence?



The Survey ... WHY?

- What is a **great Leader?** What is **SUCCESS?**
- My Interest in getting from “Good” to “Great”
- 26 Survey Factors ... **Characteristics or Traits**
- **Club Leaders, Club GM’s, COO, CEO**
- **200 peer Club Leaders surveyed; 146 response**
- Mostly USA, some International (UK, Australia, Ireland, South Africa, New Zealand)
- Leading a club has gone from a “job” ... to a **“profession”**.

Taking Club Leadership to the Next Level

TRAITS OF GREAT CLUB LEADERS



MICHAEL LEEMHUIS



FRED LAUGHLIN

How do you describe a great club leader?

There is no shortage of books that rehearse the qualities of a great leader. They arrive in various forms – academic studies, advice from consultants or leadership coaches, autobiographies of leaders in business, politics, and the military.

Not surprisingly the list of factors used to describe great leaders varies by industry, profession, or time in history. What made a great military leader in World War II may not make a great politician or a great CEO of a large retail chain today.

What about leaders of private clubs? We use the term “club leader” to mean a general manager to whom the board has delegated full operating authority. They may have the label of chief operating officer, the chief executive officer, and/or general manager, and the distinguishing characteristic is that they have full responsibility for club operations.

Factors Listed in Survey of General Managers*	
Ability to inspire	Commitment
Common sense	Communication Skills
Confidence	Creativity
Decisiveness	Delegation skills
Engaging personality	Expertise in food/beverage
Expertise in programs/activities	Fairness
Financial savvy	Forward thinking
Humility	Integrity
Intelligence	Patience
Perseverance	Positive Attitude
Resourcefulness	Self awareness
Sense of humor	Strategic thinking
Willingness to take risks	Work/Life Balance

* Each general manager was asked to “Rate the characteristics, skills, and traits listed below in terms of what you believe are most important for a great chief executive.”

FIGURE 1

So what is the profile of a great club leader? Where do you go to find the answer? And finally, why do we care?

To answer these questions we canvassed a group of men and women whose collective judgment we trust – the club leaders themselves, general managers from prestigious clubs across the US and from four different countries – United Kingdom, Australia, South Africa and Ireland.

They received a list of 26 leadership factors (Figure 1) drawn from articles, books and Internet blogs, and we asked them to put each factor in the category that best represented their view. Was the factor “essential, very important, important, or slightly important” in distinguishing between a good and a great general manager? Of the 200 general managers surveyed, 146 responded.

TRANSLATING THE DATA

As expected, almost everyone rated each of the factors at least “important.” However, our attention focused on what the general manager community feel are the essential qualities that describe a great club leader, i.e., factors rated as essential by at least half of the respondents.

Twelve qualities made the list (Figure 2) and are presented in order of their ranking.

The first thing that strikes us about the results is the relative importance of what we would label traits of character and the relatively low rating of what we would classify as skills and competencies.

To reinforce that theme and what is not shown in Figure 2 is that the lowest grade on the sheet went to the two areas of specific expertise, “Expertise in Food/Beverage” and “Expertise in Programs/Activities.” They were ranked as “Slightly Important” by 11 percent and nine percent respectively. No other factor received more than three percent of the responses in that lowest category.

WE KNOW ONE WHEN WE SEE ONE

In reviewing the results from the survey, we are reminded that defining a club leader is a subjective exercise. There are no sure predictors. Even so, we were dealing with a reliable source, a peer group of 146 club managers.

When it comes to great club leaders, we believe the respondents “know one when they see one.” We were therefore encouraged by the clarity of the message, which in a nutshell is “great club leaders are defined more by their character than their competence.”

The results by no means disrespect competence. They simply underscore the elements of character as being what separate great club leaders from good club leaders. So what?

Now that we have 12 factors separating great leaders from good leaders, what do we do with them? For one thing, we hope there is a message here for general managers who seek to distinguish themselves within the profession.

While skills and expertise are important, it's how competencies and know-how are packaged that will set leaders apart, i.e.:

- Displaying a confident, positive attitude
- Thinking ahead and strategically
- Showing commitment and common sense, and
- Inspiring people at all levels by dealing honestly, fairly, and decisively.

Combining these character traits with the ability to communicate and apply sound financial principles will position the general manager for the next level of leadership.

The results of the survey contain valuable information for club boards as well. In their role as governors who seek the most qualified leader for the staff and club operations, boards do well to consider the factors in Figure 2.

These factors support the old saying “Hire for character; train for competence.” For all their importance, however, the qualities in Figure 2 are difficult to measure.

Accordingly, they are often short-changed in the process of evaluating current general managers or assessing new general managers.

Evaluation committees like tangible data, measures like the number of new members, whether budgets are met, results of satisfaction surveys, rounds of golf, and the like.

But there is no reason why boards cannot ask their members to consider subjective factors like decisive-

ness, integrity, and a positive attitude. And by including such qualities in evaluating a current general manager or assessing a potential general manager a board will encourage those entrusted to run their clubs' operations to focus on the traits that will get them from good to great.

We have shared these survey results with Jim Singlerling, chief executive officer of CMAA, who has overseen the rise in the status of the general manager position over the past two decades.

“I appreciate the findings from this survey. CMAA has strived to develop a solid base of management and leadership training for its members,” Singlerling said. “These findings contribute another layer of learning and offer club leaders an opportunity to be called great by the most credible group of evaluators – their peers.”

Factors Rated as Essential by at Least Half of the Respondents

1. Integrity	7. Strategic thinking
2. Communication skills	8. Common sense
3. Positive Attitude	9. Confidence
4. Commitment	10. Decisiveness
5. Ability to inspire	11. Financial savvy
6. Forward thinking	12. Fairness

FIGURE 2

We agree. Leading a private club has gone from a job to a profession. As professionals, club leaders look for ways to build on a strong foundation of training and reach the next level of leadership.

The 12 factors emerging from our survey may not form a perfect predictor, but they provide a valuable point of reference for those in the profession and those boards seeking to hire and foster great club leaders. ■■

Michael G. Leemhuis, CCM, CCE, Master PGA, is CEO of Congressional Country Club and a past president of CMAA, past Club Management Club Executive of the Year (2011) and the 2014 recipient of the BoardRoom magazine Jim Singlerling Leadership award.

Fred Laughlin is a director with Global Golf Advisors, a consulting firm focused on golf, private club, real estate and resort businesses. Fred specializes in club governance, strategic planning, and leadership.

**“... great leaders are defined more by
their character than their competence
...”**

**“... Hire for Character, Train for
Competence ...”**

1

[illegible]

Integrity



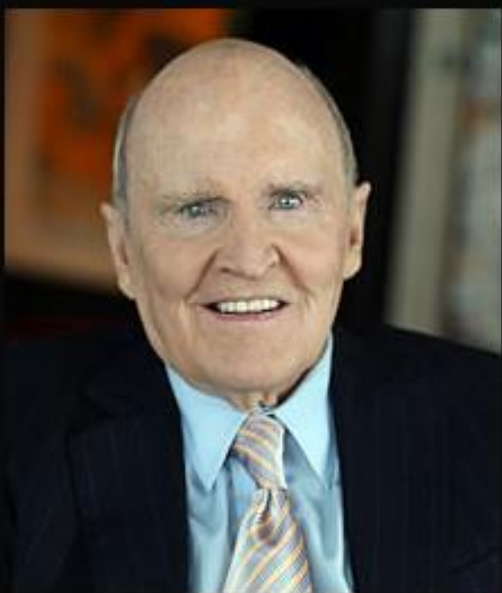
Doing what is right
even when it is
difficult.

2

mu/ni·ca'tor *n.*
com·mu·ni·ca·tion (1)
communicating; transm
messages, or informatio
cations (used with a sin
using words effectively
concerned with

**“Communicate,
Communicate,
Communicate,**

**... when you think you have
communicated enough ...
Communicate more!”**



Number one, cash is king... number two, communicate... number three, buy or bury the competition.

(Jack Welch)

Communication



3

POSITIVE
ATTITUDE

The image shows a black chalkboard with a wooden frame. On the left, a vertical white arrow points upwards. At the bottom, a horizontal white arrow points to the right. The words 'POSITIVE' and 'ATTITUDE' are written on the board using colorful, crumpled sticky notes. The letters are arranged in two rows, with the top row slightly higher than the bottom row. The colors of the sticky notes are blue, light blue, green, yellow, orange, pink, and magenta. The letters are in a bold, sans-serif font.

A POSITIVE
ATTITUDE GIVES
YOU POWER
OVER YOUR
CIRCUMSTANCES
INSTEAD OF YOUR
CIRCUMSTANCES
HAVING POWER
OVER YOU

-JOYCE MEYER

**"A positive attitude brings strength,
energy, motivation and initiative."**

4

Commitment

Commitment is what transforms a promise into reality. It is the words that speak boldly of your intentions and actions which speak louder than words. It is making the time when there is none. Coming through time after time, year after year. Commitment is the stuff character is made of and the power to change the face of things. It is the daily triumph of integrity over skepticism.

Marathon ...

The **marathon** is a long-distance running event with an official distance of 42.195 km (**26 miles and 385 yards**), usually run as a road race ... history has it as the distance from the Battle of Marathon to Athens ...
by Pheidippides!

COMMITMENT MEANS
STAYING LOYAL TO
WHAT YOU SAID YOU
WERE GOING TO DO
LONG **AFTER** THE
MOOD YOU SAID IT IN
HAS **LEFT** YOU.

5

Inspire

Lead by Example ...

Do what others wont



**KEEP
CALM
AND
INSPIRE
SOMEONE**

6

FORWARD

THINKING

The Future



There are those who look at things
the way they are and ask why...



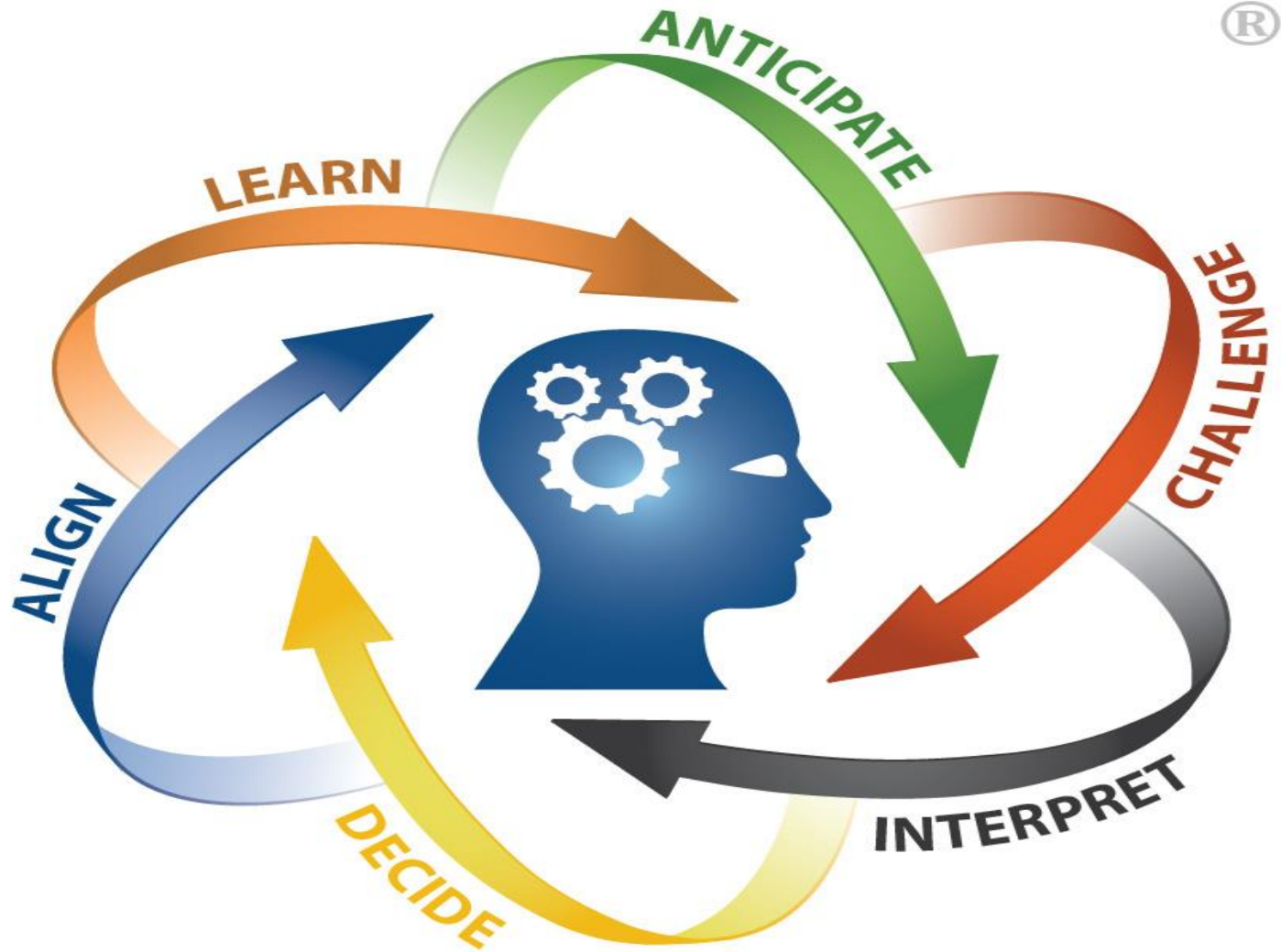
I dream of things that never were,
and ask why not?

Robert Kennedy

6+

Strategic Thinking





7

COMMON
SENSE

Your gut ...



COMMON SENSE
IS LIKE DEODORANT.
THE PEOPLE WHO
NEED IT MOST
NEVER USE IT.

8

Confidence

CONFIDENT

ENTREPRENEUR

vs.

ARROGANT

ENTREPRENEUR

TALKS TO POWERFUL PEOPLE

because he doesn't doubt
the value of his ideas

ADMITS IGNORANCE

because he doesn't doubt his intellect

APPROACHES STRANGERS

because he doesn't doubt the value
of his company and conversation

ACTS LIKE A FOOL WHEN FEELS LIKE IT

because he doesn't doubt his worth



TALKS TO POWERFUL PEOPLE

because he wants to be
seen as one

SHOWS HE IS RIGHT

because being wrong hurts his
credibility

WORKS THROUGH HIS NETWORKS

because he already knows
they accept him

ACTS LIKE HE IS CONFIDENT ALL THE TIME

because otherwise people might
stop taking him seriously

9

DECISIVENESS

Resolving a tough choice
by evaluating what will
achieve the greatest good

General Norman Schwarzkopf, Jr. “Do something ...”





**HOW
WILL YOU
KNOW
IF IT'S THE
RIGHT
DECISION
IF YOU
NEVER
MAKE IT?**

KUSHANDWIZDOM

10

A collage of various New Zealand banknotes, including a \$100 note with a portrait of a man, a \$20 note, and a \$10 note, all partially visible around the central text box.

**SURROUND YOURSELF WITH
FINANCIALLY SAVVY
MEN AND WOMEN
AND THAT'S WHAT
YOU'LL BECOME**

CAREFULCENTS.COM

BE FINANCIALLY INDEPENDENT.

Aim to always be able to completely support yourself.

SPEND LESS THAN YOU EARN.

Keep your debt under control and build a nest egg.

ALWAYS REMAIN EMPLOYABLE.

Be prepared and keep your work skills up to date.

BE FINANCIALLY LITERATE.

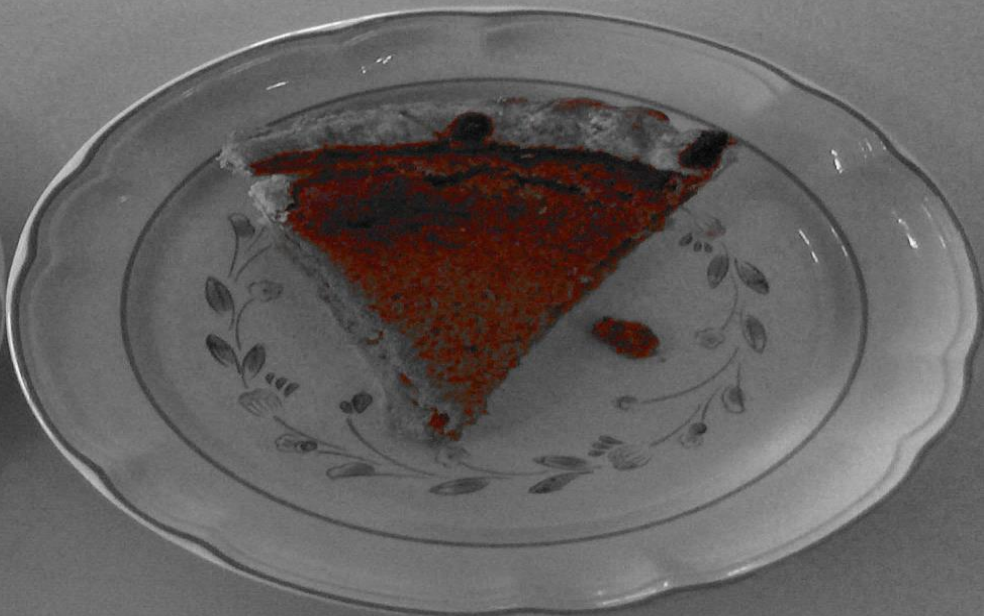
Be money-savvy and make wiser financial decisions.

11

Got Fairness?

How do YOU
wish to be
treated?

FAIRNESS?

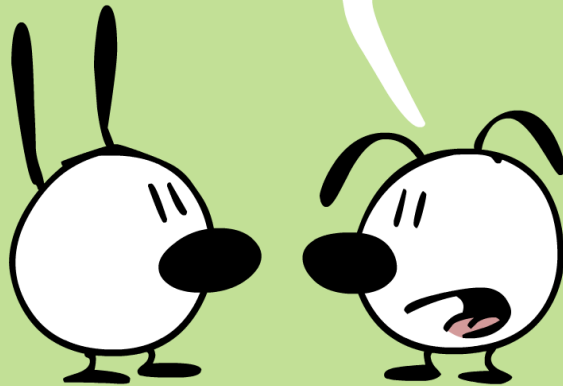


FREEDOM ISN'T
AS IMPORTANT AS
FAIRNESS.



mimiandunice.com

WHO DECIDES
WHAT'S FAIR?



ME!



12

harmony: used

another.

pas·sion (pash'ən)

ing emotion. 2 A

toward some spe

etc.; fervid devot

one of the oppo

Allow your **passion**
to become your
purpose,
and it will one day become your
PROFESSION.

--Gabrielle Bernstein

the PASSION PYRAMID™



Therefore ...

The Characteristics of
SUCCESSFUL
leaders ...in order

Characteristics of **SUCCESSFUL** leaders ...

1. Integrity
2. Communication Skills*
3. Positive Attitude
4. Commitment
5. Ability to Inspire
6. Forward Thinking ... 6+ Strategic Thinking
7. Common Sense
8. Confidence
9. Decisiveness
10. Financial Savvy*
11. Fairness
12. Passion

Now that we have
12 **SUCCESS** factors separating
“**GOOD**” from “**GREAT**” leaders ...
what do we do?

Skills and **Expertise** are important ...
but it's **know-how and competences**,
... that will set **YOU** apart!

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- Displaying a **confident, positive** attitude ...

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- **Inspiring** people at all levels ... by dealing **honestly, fairly, and decisively**.

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- Combining these traits with the **ability to communicate** and **using sound financial principles** positions you for the next level of leadership.

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- Combining these traits with the **ability to communicate** and **using sound financial principles** positions you for the next level of leadership.
- Do it with **PASSION!**



TRUE LEADERS
DON'T CREATE
FOLLOWERS,
THEY CREATE
MORE LEADERS

12 THINGS SUCCESSFUL PEOPLE DO DIFFERENTLY

1. THEY CREATE AND PURSUE S.M.A.R.T. GOALS.
2. THEY TAKE DECISIVE AND IMMEDIATE ACTION.
3. THEY FOCUS ON BEING PRODUCTIVE, NOT BEING BUSY.
4. THEY MAKE LOGICAL, INFORMED DECISIONS.
5. THEY AVOID THE TRAP OF TRYING TO MAKE THINGS PERFECT.
6. THEY WORK OUTSIDE OF THEIR COMFORT ZONE.
7. THEY KEEP THINGS SIMPLE.
8. THEY FOCUS ON MAKING SMALL, CONTINUOUS IMPROVEMENTS.
9. THEY MEASURE AND TRACK THEIR PROGRESS.
10. THEY MAINTAIN POSITIVE OUTLOOK AS THEY LEARN FROM MISTAKES.
11. THEY SPEND TIME WITH THE RIGHT PEOPLE.
12. THEY MAINTAIN BALANCE IN THEIR LIFE.

MGL's 12 TIPS for SUCCESSFUL Leaders ...

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7. **Remove Obstacles** ... “Friction Points”

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10. **Focus your Time** ... 80/20 rule

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7. **Remove Obstacles** ... “Friction Points”
8. **Give Feedback** ... makes team productive
9. **Raise your hand to do more** ... no substitute for hard work
10. **Focus your Time** ... 80/20 rule
11. **“Golden Rule”** ... Treat others the way **you** want to be treated

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8. **Give Feedback** ... makes team productive
9. **Raise your hand to do more** ... no substitute for hard work
10. **Focus your Time** ... 80/20 rule
11. **“Golden Rule”** ... Treat others the way **you** want to be treated
12. **“Platinum Rule”** ... Treat others the way **they** want to be treated

10 THINGS THAT REQUIRE **ZERO** TALENT:

BEING ON TIME

WORK ETHIC

EFFORT

BODY LANGUAGE

ENERGY

ATTITUDE

PASSION

BEING COACHABLE

DOING EXTRA

BEING PREPARED

THE QUESTION IS ...?

Will you take action?

&

Will you sacrifice?

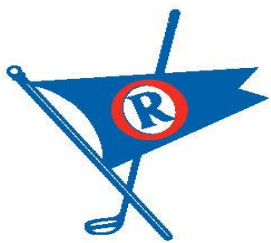
BIG

“Thank You”





KEEP
CRUZIN



OCEAN REEF CLUB®

KEY LARGO, FLORIDA

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Therefore a **SUCCESSFUL** leaders ...

1. Has **Integrity** ...
2. Is a great **Communicator** ...
3. Has a **Positive Attitude** ...
4. Is **Committed** ...
5. Has the ability to **Inspire others** ...
6. Is **Forward Thinking** ...
7. Is a **Strategic Thinker** ...
8. Has **Common Sense** ... or **GUT**
9. Is **Confident** ...
10. Is **Decisiveness** ...
11. Is **Financially Savvy** ...
12. Is **Fair** ...