



# 2012 FLCMAA Summer Education Conference



## Friday, September 28, 2012

Time	Event	Location
11:00am	Registration Opens	Orchid 3-4 Foyer
1:00pm	<b>Pre- Conference Workshop</b> Gregg Patterson Manager-Board-Member-Staff Communications	Orchid 1
4:15	Opening Business Session	Orchid 2-4
6:15pm	Busses Leave for Port Royal Sunset Mermaid Cove Party	Hotel Entrance

## Saturday, September 29, 2012

Time	Event	Location
6:00 am	Run with the President	Meet in Lobby
8:15am	Continental Breakfast	Orchid 3-4 Foyer
9:00am	<b>Education Program</b> Kurt Kuebler - Kopplin & Kuebler Past Presidents' Forum	Orchid 2-4
10:45am	<b>Education Program</b> Jim Butler - Grey Oaks Country Club Allied Association Panel	Orchid 2-4
12:30pm	Conclusion of Morning Education Program	
2:00pm	<b>Education Program</b> Ron Garl - Ron Garl Golf Design www.....Let's Bring What's Working Worldwide to Florida	Orchid 2-4
5:00pm	Reception sponsored by Greenspoon Marder	Vista Ballroom
7:00pm	Open Evening	

## Sunday, September 30, 2012

Time	Event	Location
7:15 – 8:00am	Continental Breakfast	Orchid 3-4 Foyer
8:00am	<b>Education Program</b> Bill McMahon, Sr. - McMahon Group Club Trends and How Clubs Are Adjusting	Orchid 3-4
10:15am	<b>Education Program</b> Joan Wright - Wright O'Sullivan Behind Closed Doors - Insights for Transforming Your Leadership and Life	Orchid 3-4
12:30	End of Conference Programming	



## Pre-Conference Workshop Manager-Board-Member-Staff Communications

### **Greg Patterson The Beach Club Kapoor and Kapoor Hospitality Consultants**

Gregg Patterson became the General Manager of The Beach Club in 1982. Since that time, he has worked with his members, Boards, and committees to enhance the value and reputation of The Beach Club in the Los Angeles community. Prior to becoming the General Manager of the Beach Club, he was the Assistant Manager of the Bel-Air Country Club in Los Angeles and also worked as a Systems Analyst for the U.S. Army Club System.

In addition to his ongoing responsibilities at The Beach Club, Gregg is a Senior Associate with Kapoor and Kapoor Hospitality Consultants, where he teaches certification courses in leadership and marketing for the Asian American Hotel Owners Association (AAHOA), an organization consisting of owners/franchisees of limited service hotels in the U.S. under such brands as Clarion, Comfort Inn, Holiday Inn, Best Western and others.

Building on his experience as a club manager, Gregg has been a featured presenter at various club management seminars, assistant manager conferences and hospitality forums around the world, including Canada, Ireland, the U.K., Spain, Denmark, Hungary, China, Thailand, Singapore, Korea, Sweden, the Netherlands, France and Colombia. He has conducted management development programs on a variety of topics for many organizations, e.g., the Army Club System, Para Los Ninos, the Junior League of Los Angeles, the P.G.A., Lawry's Corporation, Sea World, the California Restaurant Association, the California Teachers Association, the Professional Club Marketing Association, The European Golf Course Owners Association, the National Golf Course Owners Association (U.S.) and the International Association of Hospitality Accountants.

On the academic front, he served as an Adjunct Professor in the Collins School of Hospitality Management at Cal Poly University, Pomona for fourteen years. He currently teaches at various Business Management Institute programs and is a Visiting Professor at two universities in Gujarat, India. He has spoken to club management classes and associations at the University of Nevada Las Vegas, Cornell University and the University of Houston.

Gregg also writes a monthly column for *Board Room* magazine and is the author of *Reflections on the Club Experience*, an anthology of essays on club cultures and operations. In acknowledgement of his efforts as an educator in both the university and the corporate worlds, he was awarded the 2002 *Gary Player Private Club Educator of the Year Award* by Board Room magazine.

He serves on the Board of Trustees at Maine Central Institute in Pittsfield, Maine and has been active in the Southern California Chapter of the Club Managers Association of America.

Gregg earned an M.P.S. degree from Cornell University School of Hotel Administration and a B.A. in British Imperial History from Colgate University. When not involved in his professional responsibilities, you will find Gregg pursuing one of his many "developed passions" — reading, bicycle touring around the world, playing paddle tennis, flying his airplane, or, as a licensed minister, performing wedding and funeral services for family and friends.

Gregg and his wife Elaine have been happily settled in Los Angeles, California for the last thirty-two years.



## **FLCMAA SUMMER CONFERENCE SERIES**



**Past Presidents' Forum**  
**Moderated by Kurt Kuebler, CCM - Kopplin & Kuebler**

<b>Past President</b>	<b>Year</b>
Thomas Kelley, CCM	2011
Al Kinkle, CCM, CCE, CAM, FFM	2010-11
Michael Seabrook, CCM	2009
Joseph B. Meyer, CCM	2008
Michael J. McCarthy	2007
Brian R. Kroh, CCM	2006
David Stieglitz, CCM	2005
Lonnie A. Eberhard, CCM	2004
Leon B. Crimmins	2003
Kurt D. Kuebler, CCM	2002
Harry O. Mains, CCM	2001
Kenneth R. Green, CCM	2000
James R. Brand, CCM	1999
Michael J. Fiddelke, CCM	1998
William M. Wagner, CCM	1996-97
James L. Lawrence, CCM	1995
Robert L. Wright II, CCM	1994
Robert Fordham, Sr., CCM	1993
Michael L. Kaplan, CCM	1992

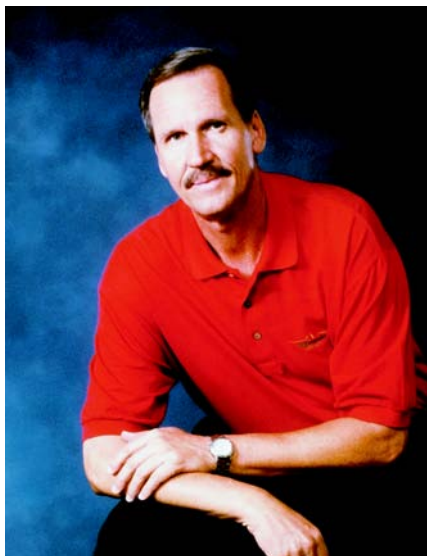
**Allied Association Panel**  
**Moderated by Jim Butler, CCM - Grey Oaks Country Club**

<b>Panel Member</b>	<b>Club/Company</b>	<b>Allied Association</b>
Karl Bublitz	Oaks Country Club	PGA of America
Darren Davis	Olde Florida Golf Club	GCSAA
Dennis Pearlman	Case Pearlman	CMAA National Alliance
Manon "Max" Passino	The Club at Mediterra	Membership Directors Association of SW Florida



**FLCMAA SUMMER CONFERENCE SERIES**





**Ron Garl  
Ron Garl Golf Design  
704 South Missouri Avenue  
Lakeland, FL 33815  
863-688-8383**

Ron Garl has designed more than 250 golf courses worldwide and 37 of his designs have been selected as sites for the PGA, Senior PGA, Canadian and European Tour events.

Ron has been an innovator in designing state of the art practice facilities worldwide, including one for the King of Morocco at the Royal Palace on the Mediterranean Sea. He is currently working in China, Thailand, Africa, Bahamas, Colombia, Panama and U.S.

Garl graduated from the University of Florida with a Bachelor of Science degree specializing in turf grasses.

Ron Garl's design philosophy is to design and build memorable golf courses that challenge players to excel and that everyone can enjoy.





**William (Bill) P. McMahon, Sr. AIA, OAA**  
**McMahon Group, Inc**  
**670 Mason Ridge Center Drive**  
**Suite 220**  
**St. Louis, MO 63141**  
**314-744-5040**

Mr. McMahon is an operational, financial and architectural planning consultant to clubs throughout North America. He established McMahon Group in 1983 as an affiliate of the family architectural firm his grandfather founded in 1906. Over the ensuing years, the firm has expanded its club consulting services beyond clubhouse improvement planning to a full range of services for all aspects of private club challenges. To date, the firm has assisted more than 1,500 private clubs across the United States, Canada, Asia, Europe and the Caribbean.

Mr. McMahon is unique among club consultants in providing an integrated strategic planning and architectural approach to solving club problems. His personal involvement with his own clubs in St. Louis (serving in the roles of president, board member and committee member) has allowed him to bring unparalleled experience to each client. Mr. McMahon's club memberships have included Bellerive Country Club (St. Louis), Racquet Club Ladue (St. Louis), University Club of St. Louis, Spring Lake Yacht Club (Michigan) and the Royal Yacht Club of Tasmania.

Mr. McMahon is a graduate of Washington University School of Architecture in St. Louis and holds architecture licenses in 45 U.S. states and in Ontario, Canada. He is a featured author in industry publications and a featured speaker at the annual conferences of the Club Managers Association of America, the Canadian Society of Club Managers, the National Club Association and the Hospitality, Financial and Technology Professionals. He also serves as a visiting lecturer at continuing education sessions offered by regional CMAA chapters and at Michigan State University. Bill is the co-author of *McMahon Club Trends®*, the comprehensive research reports on strategic issues facing private clubs.

Mr. McMahon is a member of the American Institute of Architects, the Ontario Association of Architects, and the National Club Association. He is a former president of the Missouri Council of Architects, AIA.





**Joan Wright  
O'Sullivan Wright  
Charlotte, NC  
704-332-9263**

Joan Wright is President of O'Sullivan Wright, Inc. a firm specializing in executive coaching, leadership development and talent management strategies. Her global business helps companies achieve targeted business results by attracting, developing and retaining key leadership talent. Prior to founding her firm in 2000, Joan acquired 21 years of corporate experience in HR Management roles with Philip Morris, Citicorp, GE and most recently at Wachovia/Wells Fargo where she led executive leadership development. As an MSW in clinical social work and MCC, Joan is an active speaker at major global leadership development conferences such as Linkage and ICF. Her recently published book UP: Pursuing Significance in Leadership and Life received a five star rating from Midwest Book Review. In September, inspired by her own book and compelling needs in Africa (clean water, aids and genocide orphan care and tribal reconciliation) Joan will be climbing in the largest free standing mountain on earth, Mount Kilimanjaro.



*A Trench Digger's Guide*

## Member-Board-Manager Communications

*From Orientation to Update*

*Florida, 2012*

**Gregg Patterson**

General Manager, The Beach Club  
Senior Associate, Kapoor and Kapoor Hospitality Consultants  
President, *The Reflective Experience*

*"What we have here is a failure to communicate....."*

e-mail to: gjpairs@aol.com

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## Manager-Board-Member-Staff Communications

Great clubs have great internal communications---from and to the General Manager, the Board of Directors, the General Membership and the Staff. Communications are critical to idea generation, brand development, the creation of a "trust culture", "buy in" to projects, nudging the club culture in the "right direction", the marketing effort and the alignment of club resources. This seminar will discuss communications strategies and *specific tactics* Managers and Directors can use to improve internal communications and create a more efficient, effective and successful club experience for members and staff.

Note!!!!!!

Copies of applicable articles, an annotated version of this seminar and "redacted" Board Updates, Annotated Agendas, Newsletters, Orientations, etc.etc.etc. can be had by contacting me directly at gjpairs@aol.com

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## On a Mission!!!

- The Mission of Club---filling the "Big Empty".
- The Mission of Leader.
- The Mission of the "Club Professional".
- The Mission of "Meeting."
- On a Mission to create-----Value!
- On a Mission to create-----Loyalty!
- Needing communications to deliver-----The Nudge!

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### Principles

- The Mission of Communications.
- The Communications Continuum.
  - Speaking.
  - Listening.
  - Body Language.
  - Visual representation.
  - Reading.
  - Writing.
- Creating "receptivity" and "stick"—entertain, stimulate, engage.
- The Master Story-Teller-----anecdote a parable.
- People hear-----passion!

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### Principles

- People "hear" those who are---Likeable and Interesting.
- Curiosity, Facilitation and the Engagement Mindset.
- Know the audience-----and the "filters" they use.
- Look 'em in the eyes---Develop The Meeting Mindset.
- Communicating with-----The Touch.
  - Touch "Touch".
  - Eye Touch.
  - Verbal Touch.
  - Intermediary Touch.

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### Principles

- Focus---"Blocking Time" and avoiding "multi-tasking."
- Quiz Ready:
  1. Facts.
  2. Analysis.
  3. Presentation.
  4. Defense.
  5. Modification.
- Validation---titles, universities, experience.
- Engage early---engage often---repeat.

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### *Roadblocks to Communications*

- Boring.
- Repetitive.
- Too complex.
- Too remote from experience or needs.
- Indifference.
- The "Cultural Filter"-----not what's said, but what they "hear".
- Multi-Tasking.

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### *Communications with Self---Tactics*

- The Process:
  - Troubles.
  - Yap.
  - Consume.
  - Ponder.
  - Ink.
  - Flaps and Fumbles.
  - Digest.
  - Modify.
  - Disgorge.
- ABS---Always Be Scribbling.
- Reflective Practicioning---the commute.
- Reflective Practicioning---The Idea Bank.
- The "4 x 6" technique---research, assembly, writing.
- Alone time---the "Brew and Stew" opportunity.

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### *Communications with Staff---Tactics*

- CBWATC---Constantly Coaching.
- The Human Resource Cycle.
- The Daily Upbrief.
- Coaching.
- The Daily Debrief.
- The weekly senior staff meeting.
- The monthly all staff meeting.
- "Blind Copies" of "insider" e-mails.

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**Communications with Staff--Tactics**

- Birthday cards and birthday bears.
- Bowling for communications.
- The Internal University.
- Alone time with Pappa.
- Staff Update.
- The checklist---from organic to linear.
- Economic Literacy---reviewing the financials.
- Absence---detached involvement.

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**Board and Committee Communications---Tactics**

- The new Board / Committee orientation.
- The weekly Manager-President meeting.
- The monthly Manager-Chairman meeting.
- The more committees and the more meetings---the better.
- The Weekly Board Update.
- Creating the Agenda---more linear than organic.
- The Annotated Agenda.

11

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**Board and Committee Communications---Tactics**

- White papers.
- The "Walk and Talk" board / committee mandate.
- The executive session.
- Global issues for all committees.
- Attendance of senior management at board and committee.
- "Outside the Committee Room" direct access to the senior staff.
- Facilitation during the meetings.

12

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**Board and Committee Communications---Tactics**

- E-mail directly from the members.
- Past Presidents Committee.
- Positioning at meetings.
- Global issues for all committees.
- The Variance Report---numbers as stories.
- The manager as taker of "Action Minutes."
- Researcher for---the Nominating Process.

13

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**Member Communications---Tactics**

- The new member orientation.
- The ten year old orientation.
- CBWATC.
- The Lobby Imperative.
- The Presidential forum.
- The Contrarian newsletter.
- The suggestion box.
- The committee process.

14

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**Member Communications---Tactics**

- Letters to the Board-editor.
- Access to the financials.
- Access to senior staff.
- The annual meeting.
- The M.C. and the need for a "Dancing Monkey."
- The comment, notepad, note cycle.
- Bears and birthdays.

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**Member Communications---Tactics**

- The lobby guy.
- The "wine table" guy.
- The three hand written notes a day rule.
- Freebies in the pocket---drink tickets, frosties, bridge bucks.
- The flash e-mail.
- The accessible office.
- The Power of Santa.
- Issue specific in-house "loving hands at home" surveys.

16

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**Communicating with The Network---Tactics**

- Identify "The Worthies."
- Facilitate-----ask often, comment on answers.
- Caffeine and Conversation.
- The formal meeting.
- The Net.

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**Wrong Way Communications**

- Not believing in-----the efficient market.
- Favoring a "political faction" with insider communications.
- Communicating too much to be digested and absorbed.
- Too selective in what's communicated---and they discover "the rest".
- Crossing the line-----promoting "your vision" too strongly.

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**Ponder Time**

**Questions from The Floor???**

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**Start Communicating!!!**

- The "failure to communicate" is at the core of failed relationships.
- Learn to Facilitate.
- Talk lots—CBWATC, Upbriefs and debriefs.
- Meet often—Commit to the "Meeting Mentality."
- Develop your talents as a *Reflective Practitioner*.
- Vision without action is a daydream.....

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# Ron Garl

• G O L F D E S I G N •

WWW.....Let's Bring What's Working Worldwide to Florida!

- Flight Money – Best Place is the USA!

**Bijao Golf Course** on the Pacific Ocean in Panama, Central America.

\* Since Bijao opened in April 2010, **Bijao has sold 62% of all the units sold on the Pacific Ocean in Panama.**

- Chiangmai – 18 holes in 90 Days from start to finish  
Designed for the President of Thailand

## ★ **Change---**

Change Your Club

Change Your Job = Survival

If you don't change, you will  
get passed by!

1 in 10 GC will close

40-40 Rule

1944 – no golfers in Japan

Today – 2nd largest golf market in the world!

- Own Your Own Course!

- Golf Channel – Comcast  
Last Minute Golfer  
70% Discount

Golf Courses must band together to save their net income, i.e. (hotels.com)

Start Your Own Internet Tee Time Program / Control Your Own Destiny!

Club Manager - Go Directly to Google

- Perception = Reality

**Iditarod Race**

**St. Andrews – 18 holes**

**Old Prestwick – 12-12**

**1st 12 Opens**

RONALD M. GARL GOLF COURSE DESIGN, INC.

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704 S. Missouri Ave. Lakeland, Florida 33815-4738  
(863) 688-8383

## ★ Branding:

Has Golf Got the Wrong Perception?  
Has Golf Got the Wrong Priorities?

In Today's Environment A Name Won't Carry You!

Tiger Woods – Buick Sales 445,611 cars  
9 years later 185,791 cars

- Modern Branding --- Should Be What Members Really Want

Should be based on the age of your new members.

What Do Golfers Really Want?

- Can't hit the TARGET  if you don't know where to aim.

Marriott Study:

1. Friendly Service
2. Quality Maintenance
3. Value

- What Do Golfers Really Want?

1. Fun
2. Time
3. Value

- First Tee

Soccer

1 vs. 5 golf courses around town

- Silver Tee

9-10 Million Senior Golfers today (per National Golf Foundation)

Senior Golfers have 3.4 Times the Buying Power of the Average Golfer

Baby Boomers have 85% of Discretionary Money in U.S.

- 1 in 4 Americans is a Baby Boomer - they will peak in 2020  
10,000 Baby Boomers Turn 65 Every Day  
58% of Baby Boomers Have Serious Hobbies
- University of Florida  
Florida State Golf Assoc. – Ron Garl was Youngest President Ever  
Original Success was Owning my Own Business
- I Saw What Was Coming – My Challenge  
My Survival was to do it overseas:  
Could I do it in:        Shanghai – Language  
                                    Nigeria – I was a Minority  
                                    Bangkok – Distance / Logistics  
                                    Bogota – Danger

## ★ WWW...Let's Bring What's Working Worldwide in Design to Florida:

### #1     Short Game & Mega Practice Facilities are the Leading Edge in Renovation Improvements

Improve Practice Facilities = More Lessons = Increased Rounds = More Use of Club

38% of Men Practice Regularly

36% of Women Practice Regularly

11% of all Golfers Practice More Than They Play

Teaching is the #1 Thing That = Loyalty

Golf Schools – 55% Men

45% Women

45% Repeat Business – Enjoyed Experience

### #2     Unique Golf Courses

\* Themed

\* Inspired

\* Clover Leaf



#3 Strategy for Women Golfers = Women's Survey = Design Concept

#4 Heavy Emphasis on Landscaping, i.e. walk in the park

## ★ Mandatory Memberships

### Bundled Communities:

Fiddlesticks Golf & Country Club

Tara Golf & Country Club

Heritage Oaks Golf Club

Olde Hickory Golf Club

- If You Do A Conversion Today = HOA = Civil War
- Oklahoma State University / University of Florida
  - \* Golf Course Closes – lose 40% of your home's value
  - \* GM is the Catalyst --- to save GC & Community
  - \* Thru Information & Education = Support for Club
- What Can GM Do?  
Look at What an Actor Did! 1-4-8  
Write a Plan of Action for Your Golf Course.

## ★ The Latest and The Greatest

- Tee Time Ownership Program
  - Wooden Sticks
- Perpetual Program
  - Nine Dragons
- Corporate Membership
  - Lekki Beach
- Don't create what they need - create what they love!
- Our Goal Is To Outthink Not Outspend!

THE SOURCE FOR PRIVATE CLUB EXCELLENCE™

## Club Trends & How Clubs Are Adjusting

2012 FLCMAA Summer Conference — 

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## Lifestyle Trends Affecting Clubs

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### Societal Trends









Community      Green Movement      Communications

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## Golf Time Constraints



### ■ **Golf/Recreation:**

- 4-5 hour rounds
- Practice areas important
- Pro outreach needed
- New programs needed
- Make fun
- Expensive activity



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## Tennis Time Constraints



### ■ **Tennis:**

- 1-hour activity
- Pro outreach essential
- Plenty of facility capacity
- Inexpensive activity



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## Swimming Time Constraints



### ■ **Swimming:**

- No time constraints
- Fun, family activities
- Healthy exercise for all
- Little to no cost
- Major attraction for
  - Children
  - Grandchildren



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## Fitness Time Constraints



### ■ **Fitness:**

- Easy to use
- Maximum health benefit
- Major socializing aspect
- Year-round activity
- Inexpensive activity
- Helps participate in other sports



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## Dining Time Constraints



### ■ **Club Dining:**

- Drop-in place
- Quick, casual dining
- Short duration events
- Can't miss signature events
- Involve family
- Clubs-within-the-club
- **Favorite place to dine!**



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## Health & Wellness



- For all ages
- Focus on healthy lifestyles
- Improve quality of life
- Focus on Wellness
  - Health screenings
  - Physical therapy
  - Nutrition
- Sport-specific training
- Certified trainers
- Clubs must be seen as embracing



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## Role of Women



- **Joining a Joint Decision:**
  - Must make club attractive for her too
  - Better introduction to golf
  - Put more women in leadership position
  - Focus on family activities

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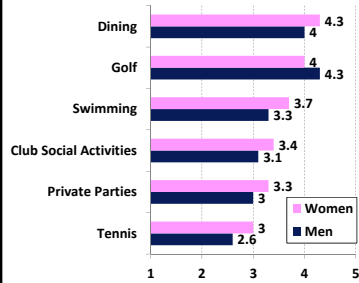
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## Reasons to Join by Gender



Golf more important to men

Everything else more important to women

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## Providing Sense of Community



- Great place for socializing
  - Coming together
- Understand member needs
  - Listen to their concerns
- Provide facilities and programs allowing members reasons to use club

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## Green Movement

- Environmental responsibility
- Affecting decisions on all aspects of club life
- Will pay premium for products
- Want responsible actions



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## Communications & Technology

- Saves time and money
- Up-to-date website
- E-mail communications
- Go social
- Go mobile
- Embrace versus banning



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THE SOURCE FOR PRIVATE CLUB EXCELLENCE™

## How Clubs Are Adjusting

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## We Must Be Relevant

### Clubs

Traditional  
Exclusive | Male  
Symbol of Affluence  
Reserved  
Formal Dress  
Special Occasions  
Time Restrictions  
Dictated Standards  
Banning Technology

### Society

Accepting Change  
Welcoming | Family  
Provide Good Value  
Relaxed  
Casual Attire  
Drop-in, Fun Place  
24/7 Lifestyle  
Give People What They Want  
Welcoming Technology

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## Changing Environment

- Challenges for Private Clubs well documented prior to Great Recession
- Forces at Work Include:
  - Aging of Baby Boomers
  - Changing Lifestyles
  - Lack of Disposable Income
  - Competition
  - Declining Standard of Living



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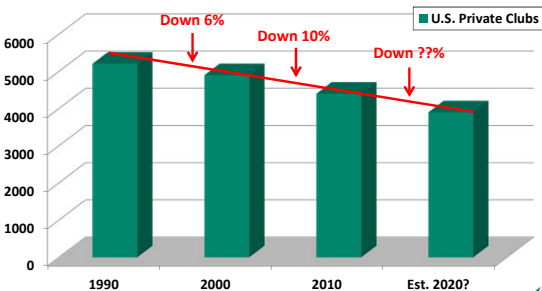
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## The Trend is Not Good!

Total Number of Member-Owned Golf and Country Clubs by Year



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## Generation Gap Affecting Clubs

- Major satisfaction differences by age groups
- New retirement generation coming
- Lowest club satisfaction among members under 56
  - This is now affecting Florida clubs



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## Generation Gap Affecting Clubs

- Barriers to satisfaction among young:
  - Limited access and appeal to family
  - Excessive formality
  - Lack of suitable entertainment options
  - Gender issues
  - Lack of social programming
  - High costs for value received
  - Communications & technology issues

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## Continual Facility Renewal Essential

- Financial resources are limited
- Facility improvements must be strategically developed and aligned with Club's mission
- Too many clubs start facility examination with wrong question – *What can we afford?*
- Reframe question – *What do we need to provide maximum member satisfaction?*
- Then work to achieve it

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## Boca West Country Club

### Case Study

*Always Striving for Excellence*




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## Boca West Mission

*“To own, operate and maintain a private country club for the recreation, pleasure and benefit of its members and to be recognized as the number one country club in the state of Florida and one of the best clubs in the country.”*





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## Boca West Country Club

- Serves a 3,500 residential community – formerly by Arvida
- Has mandatory community membership
- Club’s mission is to be “best private club in nation”
- Continual reinvestment in clubhouses, golf courses, tennis, fitness, spas and swimming keeps members totally satisfied
- New members attracted by “very satisfied” existing members





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## Boca West Country Club

- With top management and dedicated Boards (following a strategic plan), Club has continually achieved its mission
- Primary reasons for success:
  - Ability to continually upgrade and change facilities without member assessments
  - Generating over \$2M in operating surplus
  - \$40M+ improvement programs every 10 years funded by new members
- Club has made Boca West community one of most successful in Florida and nation






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## Clubs Need to Rethink Mission

- What makes a club unique?
- What attracts people to club?
- How does club attract home buyers?
- How to get more members?
- How to provide greater value?
- What kind of facilities are needed?
- How to maintain proper facilities?

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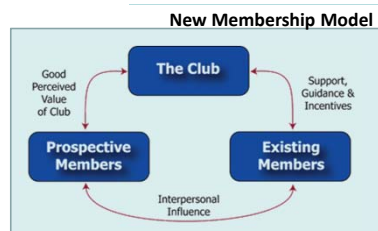
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## Building a Club Membership

- Must have unique appeal
- Must have an engaged existing membership
- Must have sufficient source of prospective new members




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## Change Is Happening in Clubs

- Gender neutral bylaws and access
- Casual dining primary emphasis
- Excellent food, varied menus, great wines, etc.
- Health and fitness facilities with golf flair
- Grandchildren programs, camps, babysitting
- Family holiday programs
- Relaxed dress codes & technology restrictions
- Trial membership programs
- **As society changes, so must clubs**




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## Florida Clubs Changing

- Older residential communities no longer viable
- Mandatory membership saved many club communities, but now program is threatened
- Rising expense of maintaining golf courses for declining play




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## Where Are Trends Leading Clubs




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## Major Economic Concerns

- Economic slowdown affecting all of society
- Next generation of retirees...
  - Retiring later (past age 65)
  - Retiring with less income/resources
  - Difficulty in selling northern house
  - Less value seen in club membership, especially for golf



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## Decline in Disposable Income

- 22 tax increases in health care law
  - 3.8% sales tax on real estate alone
- Obama administration tax targeting middle class (club members)
- Rampant inflation soon to come
  - Can't keep printing money without affect
- Less income from investments to live on



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## Serious Competition

- How will clubs fare in this competition?
- It will be decided by, "the value clubs provide for their costs."



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## Clubs Must Be Heavily Used to Justify Expense of Belonging

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## Trends Increasing Usage & Value

- Appealing to existing while attracting future members
- Achieving many “very satisfied” club members
- Most important activities must achieve highest satisfaction

The Activity Matrix is a 2x2 grid with 'Satisfaction' on the vertical axis (Moderate to Very High) and 'Importance' on the horizontal axis (Moderate to Very High). A diagonal 'VALUE BOUNDARY' line runs from the bottom-left to the top-right. Activities are plotted as follows:

Importance \ Satisfaction	Moderate	High	Very High
Moderate	MISSED OPPORTUNITIES	Card Playing, In-Home Catering, Concierge Services	Swimming, Spa Services, Tennis, Private Parties
High			Club Social Functions, Golf Practice Facilities, Golf Course, Fitness, Dining
Very High			

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## Trends Increasing Usage & Value

- Appealing to both women and men
- Be sure club is one of members favorite places to dine
- Don't try to make a profit on everything club provides
  - Have a reasonably priced hamburger

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## Delivering Value

- 2-part equation:
  - Facilities and services
  - Good value for cost
- Gender plays a role
- Most affective ways to attract new members
  - Attractive facilities
  - Social programs
  - Family-friendly
  - Add/improve recreation facilities



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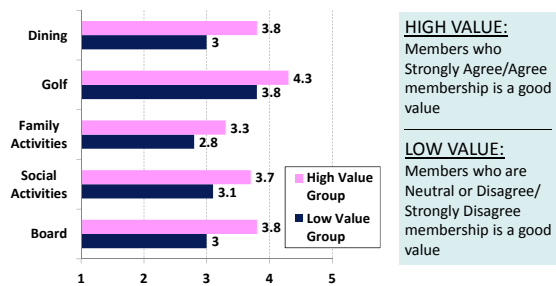
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## How Well Are Clubs Delivering Value



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## Economic Models for Future

- Club dues now becoming challenging issue for membership attraction and retention
  - Clubs now lowering dues with special programs to remain viable
  - \$700+/mo. Dues difficult to sell
  - How to reduce to \$500/mo. and still operate club
  - Car payment and club dues used to be comparable – no longer true. Cars - \$300/month
  - Seems as if everything today is evaluated on its monthly cost

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## Club Success Will Depend on Value Provided

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## Where Do Members See Club Value



- In anything that actually gets them to club

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## Economic Models for the Future

- Larger memberships allow for less cost per member and higher member satisfaction
- Clubs will have to associate or merge to achieve economies of scale
- Will still have super clubs (top 10%) for wealthiest population segment

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## Economic Models for the Future

- Club managers and Boards will have to run clubs in much more business-like manner
- High initiation fees becoming thing of the past
- Clubs primarily run on dues
- Good communications essential for driving high club usage



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## Where Do Members See Value?

- In golf for him
- In everything else for her
- For club as favorite place to eat
- In place where friendships made and enjoyed
- In place that has same values as members
- In place with attractive facilities



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## Where Do Members See Value?

- In place that is perceived as priced right (VALUE, VALUE, VALUE)
- In place that is stimulating with new and exciting facilities and programs
  - New dining room improvements are shown to increase member dining by 20%-30% annually
- In place that is considered “with it”



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## Importance of Providing Proper Facilities

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### Improve Facilities

- National club surveys show continually upgrading facilities attracts and retains members and their usage



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 DELRAY BEACH CLUB

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*Royal Palm*  
GOLF AND COUNTRY CLUB

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AUDUBON  
COUNTRY CLUB

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## How Do Clubs Assure Success?

- Stay in contact with members
- Have a Strategic Plan guiding their future
- Let managers manage
- Stay in touch with societal trends
- Manage finances and quality to maximize value
- Select Boards with leadership capabilities
- Never lose sight of what future members want
- Always work at it with best possible management team



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**Thank You for Listening**

*Your questions are welcomed.*

2012 FLCMAA Summer Conference —



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<b>Are WE as Leaders Getting Stronger?</b>
<div style="display: flex; align-items: center; justify-content: center;"><div style="font-size: 4em; margin-right: 20px;">?</div><div style="border: 1px solid black; border-radius: 50%; padding: 10px; text-align: center;">How Do We Know??</div></div>
Characteristics of a successful CMAA executive

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<b>Premise</b>
<div style="border: 1px solid black; border-radius: 50%; padding: 20px; margin: 10px;"><ul style="list-style-type: none"><li>• Internal and external turmoil, uncertainty in business and the world</li><li>• Our leaders and teams are holding back from changing, transforming, risk taking, experimenting...</li></ul></div> <p><b>What are the implications of this?</b></p>

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**Part I: The 7 Insights For Enduring Success in Leadership and Life**

**Part II: Mastering the Transformation Change**

**Part III: Peer Coaching In Action- Start Your Transformation Today**

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**# 1. Rewriting Your Narrative**

- Charlotte- from Banktown to ...
- What is the story about my leadership/life that I hear myself most often telling?
- What are the payoffs I receive from holding on to this story?
- What is my attachment to this story costing me?

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## #2. Defining an Enduring Purpose For You and Your Club

- Your club's reason for existence
- From the Club's perspective answers the question:  
"What would the world lose if the Your Club was just shut down and ceased to exist?"
- From the Individual's perspective answers the question:  
"What ultimate ends are served by the contribution of my personal energies and abilities at work?"

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## Visual Explorer Exercise

- Select the image that best represents you or your club's compelling vision
- What new narrative statement can you make as a result?

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## #3. Using Core and Strategic Values

### Summit Advance Values Cards

1. Shuffle deck
2. First sort, read carefully and quickly decide which values are important to you. "Keep" pile and "discard" pile
3. Sort "keep" pile until you have 12 cards
4. Line them up by color
5. Based on your purpose, what are your top 3-5 values

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#### #4. Honor the Big Five

- Health
- Wealth
- Relationships
- Meaning
- Happiness

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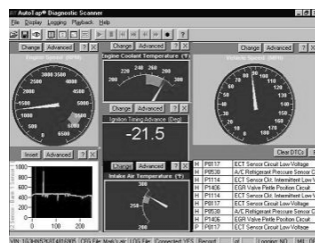
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#### #5. Do your Diagnostics




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#### #6. Create a Community for You: Connection, Feedback and Accountability



**BEHIND  
CLOSED  
DOORS**  
A Guide for Transforming  
Your Leadership and Life

  
O'Sullivan Wright

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## #7. Communicate Your Message with Fervor




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## Part II: Mastering Transformation Change

- Summit Advance Model™
- Survival, Success, Significance
- The Three A's- Acknowledge, Align, Advance
- Case Studies

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DOORS

Pathways for Transformational  
Your Leadership and Life



O'Sullivan Wright

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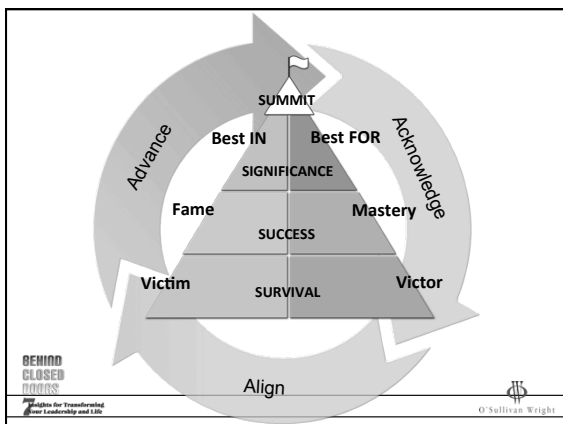
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Pathways for Transformational  
Your Leadership and Life



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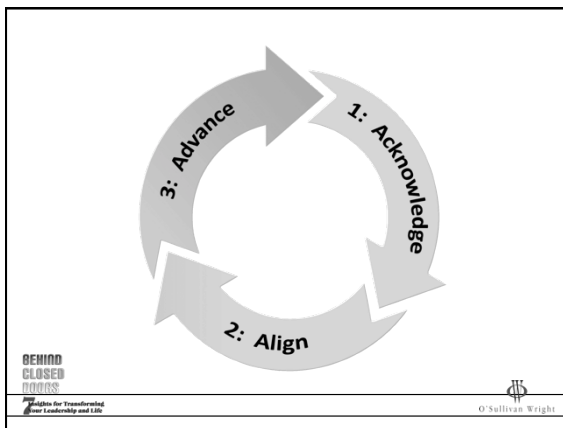
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### Part III- Peer Coaching In Action

- Round 1
  - What is the one goal you are compelled to take action on today?
- Round 2
  - What is the one excuse that might get in the way?

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## How these 7 have impacted me!



- New Narrative
- Defining purpose for company and life
- Using Core and Strategic Values
- Do your diagnostics
- Honor the big 5
- Communicate your message with fervor

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***"If you set yourself on fire maybe the world will come to what you are burning and read by the light"- John Wesley***

BEHIND  
CLOSED  
DOORS

Alpha for Transformational  
Leadership and Life



O'Sullivan Wright

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## **CMAA Florida Chapter Summer Conference- September 2012**

**"Behind Closed Doors:**

**Are you getting stronger in Leadership and Life? How do you know?"**

# **Pursuing Significance**

**PREMISE: The State of Leadership and Life -Today**

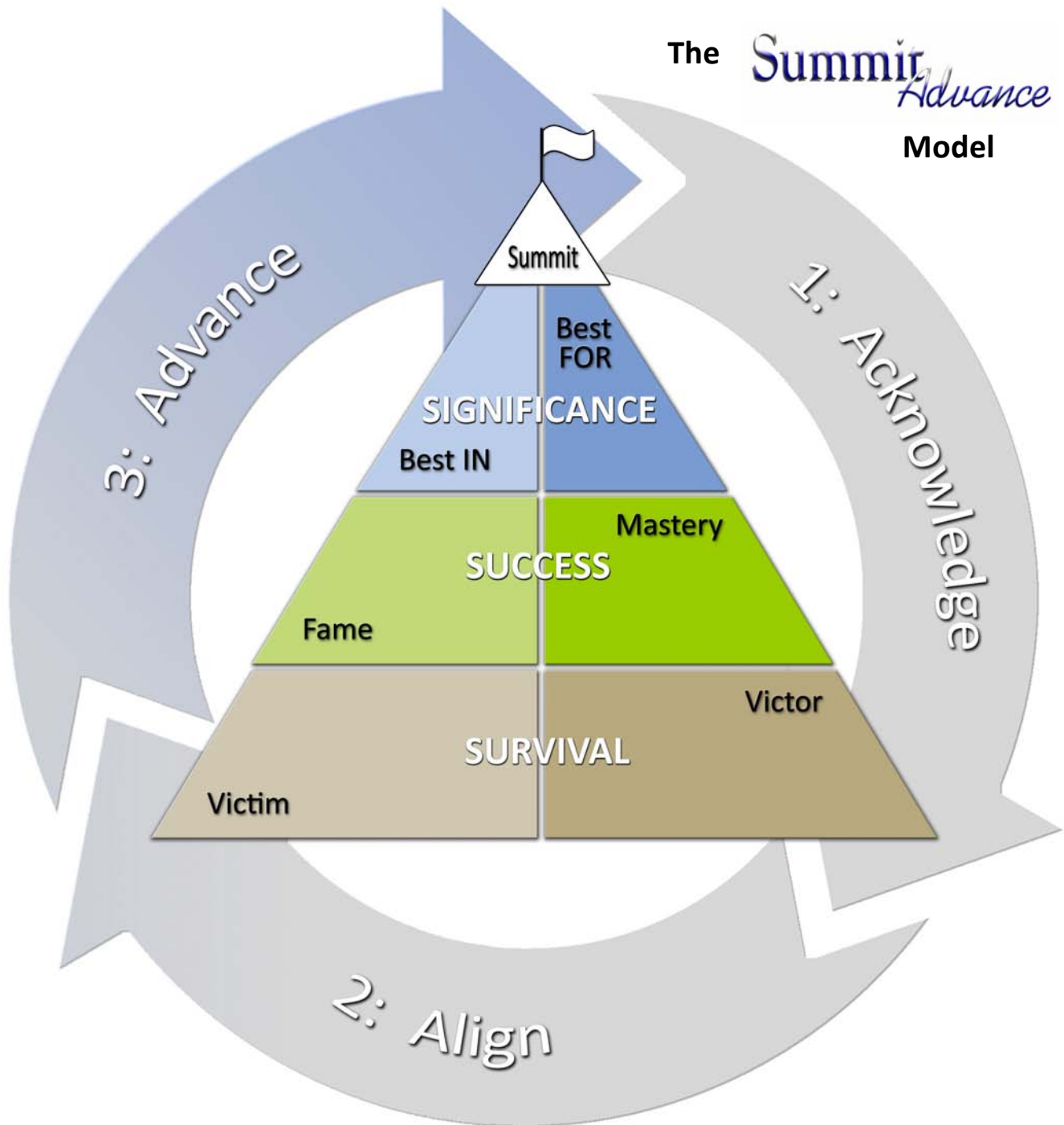
**PART 1: Joan's 7 Insights for Transformational Change**

**PART 2: Creating a Community to Support Change**

**PART 3: Tools, Methods and Resources**

**PART 4: What Can We Conclude AND therefore apply**

The **Summit**  
*Advance*  
Model



**Joan Wright** is President of O'Sullivan Wright, Inc. a firm specializing in executive coaching, leadership development and talent management strategies. Her global business helps companies achieve targeted business results by attracting, developing and retaining key leadership talent. Prior to founding her firm in 2000, Joan acquired 21 years of corporate experience in HR Management roles with Philip Morris, Citicorp, GE and most recently at Wachovia/Wells Fargo where she led executive leadership development. As an MSW in clinical social work and MCC, Joan is an active speaker at major global leadership development conferences such as Linkage and ICF. Her recently published book **UP: Pursuing Significance in Leadership and Life** received a five star rating from Midwest Book Review. In September, inspired by her own book and compelling needs in Africa (clean water, aids and genocide orphan care and tribal reconciliation) Joan will be climbing in the largest free standing mountain on earth, Mount Kilimanjaro.