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GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: PITTSBURGH FIELD CLUB PITTSBURGH, PA

THE GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT PITTSBURGH FIELD CLUB

The General Manager/Chief Operating Officer position at the Pittsburgh Field Club (PFC) is an exciting opportunity to be part of member-focused and staff-centric team. PFC is one of the oldest and most stable private clubs in Pennsylvania, and in America. Located in Fox Chapel Borough of Pittsburgh, PFC has 700 member families who live in close proximity to the Club, and a fabulous new member pipeline. Considered the finest Clubhouse views of the 200 plus acres from the beautiful porches in the rear of the clubhouse. Strong points of PFC start with its rich tradition of being the “great family club” in Pittsburgh. Significant Adult, juniors and Youth participation with all facilities of Dining, Tennis, Golf, Paddle, Skeet and Trap, Swimming, Fishing Pond. This is an eleven month per year operation that is closed in February. The successful General Manager/Chief Operating Officer candidate will be highly visible and member-facing while leading a blended team of new and tenured leadership. The GM/COO will be an advocate for the department heads, collaborate with and strategically lead the Board of Directors. The members of the Pittsburgh Field Club are committed to upholding and advancing the proud history, traditions, and purposes on which the Club was founded and ensuring the continuity of such for generations of members to come.

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

HISTORY OF PITTSBURGH FIELD CLUB

Near what is now the corner of Forbes Avenue and South Braddock Avenue in the Regent Square section of Pittsburgh was the original home for the Pittsburgh Cricket Club, chartered into existence on April 1, 1882. Cricket was the only sport played at the Cricket Club until 1895. At that point, three rudimentary golf holes were constructed as the Club was reorganizing to provide its members lively activities in all branches of sport and social recreation. In 1915, under the leadership of member J.H. Tonkin, the Club purchased the club’s current property in Fox Chapel, built a clubhouse and opened the 18-hole golf course designed by the “Father of American Golf,” Alexander H. Findlay. As hosts of the Pro-Am and the PGA the club has a long-history of golf pride and tradition. They display a silver Wanamaker Trophy in a Lounge of its namesake with Denny Shute as the winner at the club in 1937. Recently, the club has completed Phase One of a \$2.7M construction phase and will be looking to the new GM/COO for insights on “what is next” for club improvement projects.

PITTSBURGH FIELD CLUB BY THE NUMBERS

- \$11.5 M Gross revenue
- \$60,000.00 Initiation fee
- \$9,600 Annual dues
- 22,000 Annual rounds of golf
- \$3.5M Food and Beverage revenue
- 700 Members | Average age of Members: 52
- 60 FTE employees / 130 seasonal
- Club POS - Jonas

PITTSBURGH FIELD CLUB WEB SITE: www.fieldclub.org

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

After a fifteen year tenure at Pittsburgh Field Club, the current, highly regarded GM/COO is retiring later this year having been only the second general manager in the last 25 years.

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 Pittsburgh Field Club as a “destination club” for many years to come.

The GM/COO position has responsibility for all day-to-day Club operations and the Club continues to evolve to a stronger focus on the model of organizational leadership. 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, trap and skeet activities, and programs--to ensure consistently outstanding service delivery to the membership and their guests. The Board of Directors 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, Pittsburgh Field Club 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 also is 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. The new GM/COO should have a history of success and of recognizing, respecting, and supporting the contributions of key managers and staff, many of whom have been a part of Pittsburgh Field Club for many years.

KEY CHARACTERISTICS

A key requirement is to be able to work proactively with the Board of Directors 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 Pittsburgh Field Club, and to ensure that future capital projects are successfully planned and executed, keeping all appropriate constituencies well-informed throughout. The Board of Directors 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 Pittsburgh Field 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 staff attraction and retention policies is critical to the role.

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 Pittsburgh Field Club. The Club is very open to 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 relationships, working to create a strong bond and communication exchange of diplomatic openness.
- Review the full organizational chart of Pittsburgh Field Club, considering trends, areas of focus and future need, etc., and after 90 days creating a “State of Pittsburgh Field Club” report for the Board of Governors 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 PFC, 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.

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 Pittsburgh Field Club search committee/Scott Holden, President 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 PFC and the Pittsburgh 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, February 28, 2022. Candidate selections will occur early March with first interviews expected in March 2022 and second interviews a short time later. The new candidate should assume his/her role in April 2022.

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

“Last Name, First Name Resume” &

“Last Name, First Name Cover Letter – Pittsburgh Field Club”

(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

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