



## STAR SEARCH

Global Golf Advisors applies years of industry knowledge to connect executives and clubs. In this piece, Stephen Johnston and George Pinches outline steps in a successful search process.

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GGA principal Stephen Johnston considers executive search one of the most valuable services the firm offers its clients. “The recruitment and selection of a club leader is one of the most important functions of a board or owner,” he said. “Successful searches lead to successful clubs.”

Although every search is dictated by specific needs and culture, under the direction of Senior Advisor George Pinches, GGA follows a rigorous process when identifying and connecting general managers and COOs with its clients.

**Board retreat and club governance workshop.** The process begins with a board retreat to understand the club’s corporate governance and organizational structure. This session highlights industry trends and operational issues that should be addressed prior to the search and hiring. Based on the results of the retreat, the corporate governance model is documented.

**Initial search.** The GGA search consultant will discuss the search criteria and timing with club officials and submit a search proposal based on the position and needs of the club.

**Preliminary research.** Upon appointment, the search consultant will interview the search chair person, board members and key members of the management team to determine the type of candidate desired and how the search will be conducted.

**Position description.** The search consultant will write a comprehensive position description to define the exact requirements of the club. The position description will be submitted to the club for approval.

**Identifying candidates.** The search consultant will confirm with the club the appropriate methods of sourcing candidates. Typically, the position posting is circulated through industry associations, direct contact with prospective candidates and a review of candidates in the Global Golf Advisors’ database.

**Initial interviews.** The Search Consultant will conduct personal and confidential interviews with potential candidates based on the search criteria and position description. This step narrows the list of ideal candidates, saving the club considerable time.





**Final interviews.** The search consultant will recommend a final slate of candidates for personal interviews with the search committee and other club officials. The search consultant will provide the club with the results of the initial candidate interviews, reference checks and relevant data pertaining to the recommended candidates.

**Reference and security checks.** With the largest client base of any golf industry consulting firm, GGA goes beyond the normal reference process to vet all aspects of a candidate's previous experience.

**Employment offer and negotiations.** After the club has selected the final candidate, the search consultant will assist in the development of the compensation package and in negotiations with the candidate as requested. As part of this step, industry averages and a typical employment agreement letter may be provided. The search consultant does not make any commitments nor bind the club to any employment terms.

**Post-search governance review.** The search consultant will meet with the club and the successful candidate approximately three months after commencement of duties. This session will focus on successful transition and best practices for sound club governance.

GGA also agrees to replace the candidate without additional fees charged to the client within one year of his or her appointment if the candidate is released for cause or lack of performance.

In addition the search consultant may be retained as an executive coach for up to one year from the appointment of the successful candidate.





## ABOUT GLOBAL GOLF ADVISORS

Global Golf Advisors is the leading authority on successful ownership and management practices for golf, private club, real estate and resort businesses. Headquartered in Phoenix (US), Toronto (Canada) and Dublin (Ireland), GGA offers services in asset management and monitoring, transaction advisory, strategic planning, membership programming, research, financial analysis, feasibility planning, operations consulting and marketing and business planning. The Firm takes a 360-degree view of financial, management and operational issues before developing a strategic plan that establishes benchmarks for success and identifies potential outcomes of recommended actions. In its 20-year history, GGA has consulted on more than 2,300 golf-related projects worldwide. For more information, please visit [www.globalgolfadvisors.com](http://www.globalgolfadvisors.com) or call 1.888.432.9494.

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