



Profiles *in* Excellence

Michael Leemhuis, CCM, CCE, PGA, is president of Ocean Reef Club in Key Largo, FL, and a past CMAA Club Executive of the Year.

Q: Your mom was a bookkeeper and your father a plumber while you were growing up in South Africa. Looking at their lives, you said you made a promise to yourself about your own career. What was it, and how has it shaped your life?

A: My promise was to find something I loved doing and then to do that for the rest of my life, which is exactly what I did. I love sport, and my promise to myself was only to work in positions that had to do with sport. The sports have changed over the years, but I've stuck to my promise.

Q: After 16 years at Congressional Country Club in Bethesda, MD, you were nearing what you thought would be your retirement age. What attracted you to Ocean Reef Club, other than the palm trees, ocean breezes, and one of the most magnificent club properties in the United States?

A: The Ocean Reef Club is one of the great private clubs in the world. It may also be the largest. Having an opportunity to be involved with such a unique club was something that got me very excited. I am thrilled to be a part of the ORC family and to have an opportunity to serve the great ORC members and associates.

Q: With revenues of approximately \$100 million, a staff of 1,100, and a property that stretches over 2,500 acres, your job must demand constant prioritization and delegation. How do you keep your finger on the pulse of a massive operation while managing the overall P&L?

A: I am fortunate to have some really great industry leaders within our senior staff ranks, true professionals who know and understand our business. They are the ones who allow delegation to work and priorities to be set. Having key professionals in place is one of the most important things a person in my position strives to do. It's important for them to understand that you trust and value them and that you have their backs at all times.

Q: You've said you're not a micromanager, but you spent two months making sure your restaurants serve the perfect key lime pie. Care to explain?

A: I am not a micromanager, but that doesn't mean I don't do details well. I pride myself on being a big-picture manager who does details exceptionally well. Our key lime pie is just one example of that. It's not about the pie; it's about having the very best ORC signature item.

Q: Finish this sentence: The last thing I do before I leave at the end of the day is ____.

A: Make sure I am ready to attack the next day. That means reviewing my schedule, making adjustments, and leaving my office space prepared for the next day. 20



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