

Position Overview
&
Candidate Profile



Birmingham Country Club
Birmingham, MI
General Manager

November 2024

Birmingham Country Club



Birmingham Country Club: Where Tradition Meets Membership.

Birmingham Country Club is a premier, full-service family club rich in history. Tucked away in a quiet corner of Birmingham, the Club is an ideal place for members to unwind and charge up. The Club features a scenic 18-hole championship golf course, racquet and paddle courts, a competition-sized pool and diving area, fitness facilities, fine and casual dining, and a full calendar of events.

Birmingham Country Club, an exclusive family-oriented private club, proudly counts over 600 families as its members, with an impressive 85% residing within a 5-mile radius of the Club. Acknowledged by many as a cherished second home, the Club holds in high esteem the authentic care and camaraderie shared among the members. The devoted staff is unwavering in their pursuit of excellence, exemplified by team members with remarkable tenures of 15, 20, or even 30 years of dedicated service. Embracing communal, family-oriented values, we not only honor our robust history but also forge ahead, building a tradition of excellence that will endure in Birmingham for generations to come. Dining is a popular draw because members have a choice of multiple dining locations. The Club Room offers outstanding a la carte dining (80 seats). A full menu is provided in both the Founders Pub and the Maguire Bar, which is a popular gathering spot because of the panoramic view. Poolside dining includes the Dive Bar and the elevated High Dive Observation Deck, which specializes in custom pizzas.

The Birmingham Country Club is seeking an experienced General Manager/Chief Operating Officer to lead our staff and to work with our Members and our Board of Directors as we continue to uphold a tradition of excellence and build for the future.

ABOUT THE CLUB

- Member-Owned Private Club
- Initiation Fee: \$ 60,000
- Total Members: 600+
- Gross Revenue: \$ 11.3M
- Annual Dues Revenue: \$ 5.5M
- Annual F&B Revenue: \$ 4.2M
- Year-Round Employees: 40 Full-Time, 150 Part-Time
- Wait List: Yes, all categories of membership

MISSION

Birmingham Country Club is a premier, full-service, family-oriented country club.

This Mission Statement drives the decision-making process, every decision by every team member every day. We must make the Club a place that our Members cannot afford to leave because of the extent to which it enhances the quality of their lives. We must remain their last predictable environment of refuge.

AMENITIES

- Golf
- Family Programming
- Fitness
- Fine & Casual Dining
- Member Events
- Tennis
- Paddle
- Private Events
- Swimming

POSITION SUMMARY

The General Manager reports directly to the Board President and is responsible for leading and inspiring the entire team to consistently provide Members with the best hospitality experience possible. This position oversees all operational functions of the Club. Direct reports include the Controller, Director of Membership, Golf Course Superintendent, Executive Chef, Director of Golf, Director of Operations, and Director of Racquets.

KEY COMPETENCIES

To be successful in this role, the General Manager will need to demonstrate the following competencies. These same areas will be a focus for your performance evaluation, ensuring clear expectations and ongoing support.

Models Hospitality and Service Excellence: Creating a welcoming and exceptional experience for members and guests. Setting high standards for service and ensuring staff are well-trained and empowered to deliver quality experiences while upholding the standards of the Club.

Leadership - Interpersonal: Building strong relationships with members, staff, and board members. Demonstrating empathy, active listening, and effective communication skills to foster collaboration and address concerns. Skilled in delegating tasks and empowering others to achieve goals.

Club Governance: Understanding the legal and ethical frameworks that guide private club operations, including member rights and responsibilities, board structures, and regulatory compliance. Ability to foster positive relationships with Board members and committee chairs.

Emotional Intelligence: Being aware of and managing one's own emotions, while understanding the emotions of others. This allows for navigating complex situations and building trust.

Financial Acumen: Understanding financial statements, budgeting, cost control, and financial analysis specific to the private club industry.

Human Resources - Legal: Understanding employment laws and regulations to ensure fair and compliant HR practices, including recruitment, compensation, and performance management.

Strategic Management: Develop long-range plans that consider the club's vision, mission, and competitive landscape. Setting goals, allocating resources, and measuring progress.

Leads Change & Supports Innovation: Championing new ideas and initiatives that improve the club's operations and member experience. Effectively communicating and managing change processes to gain buy-in from members and staff.

Golf: Understanding the intricacies of golf course operations, including agronomy practices, course maintenance, tournament management, and member golf programs.

KEY RESPONSIBILITIES

The following responsibilities align with the competencies outlined above and are crucial for ensuring the Club's continued success and member satisfaction. The GM must be able to lead with empathy, innovate strategically, and manage the club's resources effectively while maintaining a strong focus on service excellence and inclusivity.

Models Hospitality and Service Excellence

- **Enhance Member and Guest Experience:** Demonstrate a genuine passion for providing exceptional service. This includes enhancing member experience, upgrading facilities, and ensuring variety in the food and beverage offerings for the Club.
- **Staff Training and Empowerment:** Coordinate and oversee comprehensive training programs to ensure staff are well-equipped to deliver high-quality service. Empower staff by providing them with the tools, resources, and authority to resolve issues on the spot, enhancing the overall member experience.
- **Monitor and Improve Service Standards:** Regularly assess service delivery and financial viability through member feedback and performance metrics, while implementing continuous improvement initiatives to maintain high service standards.

Leadership - Interpersonal

- **Build Strong Relationships:** Engage regularly with members, staff, and board members to understand their needs, concerns, and expectations. Use active listening and empathy to build trust and foster a collaborative environment.
- **Effective Communication:** Maintain open lines of communication with all stakeholders, ensuring that information is shared transparently and that concerns are addressed promptly. Implement feedback mechanisms to gauge member and employee satisfaction, addressing issues proactively.
- **Conflict Resolution:** Address conflicts or complaints with empathy and professionalism, ensuring that all parties feel heard and respected. Build positive relationships and foster a collaborative work environment.

Club Governance

- **Ensure Regulatory Compliance:** Stay updated on legal and ethical guidelines related to private club operations, ensuring that all club activities comply with relevant regulations.
- **Governance Best Practices:** Work closely with the Board of Directors to implement governance best practices, including clear communication of member rights and responsibilities, and adherence to board structures and procedures.
- **Policy Development:** Assist in the development and enforcement of club policies that align with legal standards and reflect the club's mission and values.

Emotional Intelligence

- **Self-Awareness and Regulation:** Maintain self-awareness and emotional control in all interactions, particularly in high-stress or conflict situations, to model professionalism and composure.
- **Understand and Manage Member Emotions:** Be attuned to the emotional states of members and staff, using this awareness to navigate sensitive situations and build strong, trusting relationships.
- **Empathy and Support:** Provide support and understanding to both members and staff during challenging times, demonstrating genuine concern for their well-being.

Financial Acumen

- **Financial Planning and Budgeting:** Strong understanding of financial and capital management. Work closely with the Controller to support the development and management of budgets that align with the club's strategic goals, ensuring financial stability and sustainability. This includes awareness of cost control measures and financial planning for capital projects.
- **Financial Analysis:** Regularly review financial statements and performance metrics to identify areas for improvement and ensure the club remains financially healthy.
- **Optimize Revenue Streams:** Explore and implement new revenue-generating opportunities while managing costs effectively, particularly in the food and beverage sector and member programming.

Human Resources & Legal:

- **Safety:** Knowledge of public health and safety regulations and the ability to ensure the safety and well-being of staff and members (OSHA, ADA, etc.). Ability to ensure the safety and well-

being of staff and members. Experience in developing and implementing emergency preparedness plans.

- **Employee Relations:** Ensure the Club is operating within Federal Laws and Regulations (Americans with Disabilities Act, Civil Rights Act, etc.). Work with the team to develop Performance Management Goals and Development Plans that align with Key Performance Indicators.
- **Legal:** Experience working effectively with legal counsel to address compliance issues, proactively identify potential legal risks, and implement mitigation strategies. Ensure that the general manager is familiar with the club's insurance policies and understands how to ensure compliance with insurance requirements.

Strategic Management

- **Develop Long-Term Plans:** Lead the creation of strategic plans that align with the club's vision and mission, focusing on long-term sustainability and member satisfaction. This includes addressing capital investment needs and facility upgrades.
- **Resource Allocation:** Ensure resources are allocated efficiently to meet strategic goals, including budgeting for necessary maintenance, improvements, and a major facilities upgrade.
- **Measure and Report Progress:** Regularly assess progress towards strategic goals, using key performance indicators (KPIs) to guide decision-making and provide updates to the board, staff, and membership.

CANDIDATE PROFILE

The General Manager is responsible for leading the team to maintain The Club's atmosphere, member experience, and strategic objectives. The ideal candidate will possess the following qualifications:

Professional Experience: Proven success as a General Manager/Chief Operating Officer at a member-focused hospitality, recreational, or resort facility of similar size and volume. Demonstrated expertise in operational management, enhancing guest experience, and leading high-impact and complex projects.

Leadership: A dynamic, results-oriented leader with a proven ability to build and motivate high-performing teams, effectively engage with a board of directors, drive a strong governance structure, and uphold the mission and vision of the Club.

Business Acumen: Strong financial acumen, including negotiating, budgeting, forecasting, and profit and loss management. Coordinates the development of the Club's long-range and annual plans.

Member Focus: An understanding of the culture in a membership-driven organization and a commitment to fostering exceptional member experiences.

Strategic Thinking: Ability to develop and implement strategies to drive revenue, enhance member satisfaction, and ensure the club's long-term success.

Operational Excellence: Experience in overseeing all aspects of Club operations and events.

Communication and Collaboration: Excellent communication and presentation skills and the ability to build strong partnerships within the club and with members.

Professional Development: A passion for continuous learning and staying current with industry trends. Maintains membership with the Club Managers Association of America and other professional associations. Attends conferences, workshops, and meetings to keep abreast of current information and developments in the field.

COMPENSATION

The Club will offer an attractive year-round compensation package, commensurate with experience, which will include a competitive base salary, benefits, and performance bonus.

INQUIRIES

IMPORTANT: Interested candidates should submit their resume along with a detailed cover letter that addresses the qualifications and describes their alignment/experience with the prescribed position by **December 6, 2024**. Those documents must be saved and submitted in Word or PDF format (save as "Last Name, First Name, Birmingham Country Club Resume" and "Last Name, First Name, Birmingham Country Club Letter") respectively to: <https://bit.ly/4eqn5oR>

LEAD SEARCH EXECUTIVES

Michael Gregory, Partner, Managing Director
Eric Hutchison, MBA, PhD, Director

For more information on Birmingham Country Club, please visit <https://www.bhamcc.com/>