

Position Overview
&
Candidate Profile



The Derrick Golf & Winter Club
Edmonton, AB
General Manager & Chief Operating Officer

November 2024

The Derrick Golf & Winter Club



The Derrick Golf & Winter Club

The Derrick Golf & Winter Club (The Derrick) is more than just a club; it's a community. A place where tradition meets innovation, and where members come together to create lasting memories. As the General Manager & Chief Operating Officer (GM/COO) of The Derrick, you will oversee all aspects of club operations and world-class facilities, which include a championship golf course, state-of-the-art fitness center, racket sports including badminton, tennis, pickleball, an extremely popular swimming facility, and a variety of social spaces. You will have the opportunity to lead a dedicated team and shape the future of this iconic institution.

The Derrick is currently moving through a process to create a Master Plan to ensure the club continues to provide the value and activities relevant to its membership. Currently this plan is in its final stages of development and will result in a five-to-ten-year program of large capital projects aimed at modernizing and expanding facilities, programming and social spaces throughout the club. This is a very exciting time for the Derrick Club and its membership, and the new GM/COO is expected to play a significant role in the execution of the club's Master Plan.

PURPOSE STATEMENT

We are a private family club that enriches the lives of our members and their guests by providing exceptional facilities and services in a comfortable atmosphere.

VALUE STATEMENTS

1. **Integrity** - We are honest in what we do and say, acting in the best interest of our members, employees, and the outside community.
2. **Future Focused** - We look for ways to innovate, improve, and be relevant.
3. **Respect** - We treat everyone with dignity and fairness.

ABOUT THE CLUB

- Member-Owned Private Club
- Total Members: 5,700
- Gross Revenue: \$ 19.5 M
- Annual Dues Revenue: \$ 8.5M
- Annual F&B Revenue: \$5.4M
- Year-Round Employees: 82 Full-Time, 153 Part-Time/Seasonal

AMENITIES

- Golf
- Family Programming
- Fitness & Strength
- Curling
- Dining
- Member Events
- Tennis
- Swimming
- Private Events
- Badminton
- Children's Activities & Preschool

POSITION SUMMARY

Note: This opportunity is available as the current GM/COO Jim Hope has announced his retirement effective in early May 2025.

The GM/COO is the most senior member of the Club's management team reporting to the Board of Directors through the Board President. The GM/COO is responsible for delivering on the Member Experience at the Club and on its strategic and operational management. Direct reports include the Head Golf Professional, Golf Course Superintendent, Facility Manager, Director of Food and Beverage, Athletic Director, Director of Finance, and Executive Assistant/Membership Director.

KEY COMPETENCIES

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

- **Club Governance:** Understanding the legal and ethical frameworks that guide private club operations, including member rights and responsibilities, board structures, and regulatory compliance.
- **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.
- **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.
- **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.
- **Strategic Management:** Developing 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.
 - **Values & Promotes Diversity:** Fostering a welcoming and inclusive environment that respects and celebrates the diversity of the membership.
 - **Financial Acumen:** Understanding financial statements, budgeting, cost control, financial analysis, and capital funding strategies that are specific to the private club industry.

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/COO 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.

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.

Leadership - Interpersonal

- **Build Strong Relationships:** Engage regularly with Members, Staff, and Board Directors 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 and maintain feedback mechanisms to gauge Member and Staff 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.

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.

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 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.

Strategic Management

- **Develop Long-Term Plans:** Collaborate with the Board on strategic planning that aligns 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 Members.

Leads Change & Supports Innovation

- **Champion New Initiatives:** Lead the development and implementation of an innovative Master Plan to modernize club facilities, enhance programming, and improve overall operations. This involves making improvements in outdated areas (dining spaces, sports facilities), and making recommendations to the Board regarding maintenance and capital allocations.
- **Manage Change Processes:** Effectively communicate the benefits of change initiatives to the board, staff, and members, securing their buy-in and managing transitions smoothly. Provide clear timelines, expectations, and support during the implementation of new initiatives.
- **Continuous Improvement:** Stay informed of industry trends and member preferences, using this information to drive continuous improvement in club offerings and operations.

Values & Promotes Diversity

- **Foster Inclusivity:** Create an inclusive environment where all members feel welcomed and valued, regardless of their background or preferences. This includes ensuring that club programming and events cater to a diverse membership.
- **Cultural Awareness:** Provide diversity and sensitivity training for staff to ensure they can effectively interact with and serve a diverse membership.
- **Diverse Programming:** Expand the variety of programs and events offered to reflect the diverse interests and backgrounds of the club's membership.

Financial Acumen

- **Financial Planning and Budgeting:** Strong understanding of financial and capital management. Work closely with the Accounting Manager 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.

CANDIDATE PROFILE

The GM/COO is responsible for leading the team in maintaining the atmosphere, member experience, and strategic objectives of the Club. 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 a club.
- **Business Acumen:** Strong financial acumen, including negotiating, budgeting, forecasting, and profit and loss management. Coordinates the development of a 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 a club's long-term success.
- **Operational Excellence:** Experience in overseeing all aspects of a club's operations and events.
- **Communication and Collaboration:** Excellent communication and presentation skills and the ability to build strong partnerships within a 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 Canada and other professional associations. Attends conferences, workshops, and meetings to keep abreast of current information and developments in the field.
- **Representing the Club:** Connecting with the local community and with other stakeholders with which a club has relationships.

QUALIFICATIONS

- Strong interpersonal skills and demonstrated leadership abilities in inspiring and motivating staff.
- A minimum of 5 years of senior management experience in private club operations is preferred.
- Demonstrated experience in finance and administration is essential.
- A degree in Hospitality or Business Management is considered an asset, or equivalent work experience with exceptional business acumen.
- Member of the Club Management Association of Canada (currently working on or having completed the CCM designation) is desirable.
- Knowledge of the Jonas system is desirable.

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 31, 2024, at 5:00pm**. Those documents must be saved and submitted in Word or PDF format (save as “Last Name, First Name, The Derrick Resume” and ‘Last Name, First Name, The Derrick Letter”) respectively to: <https://shorturl.at/YEIt3>

The Derrick Golf and Winter Club is an equal opportunity employer and is committed to providing an accessible and inclusive organization as well as providing barrier-free and accessible employment practices in compliance with relevant legislation. Disability-related accommodation needs during the application process will be available upon request.

LEAD SEARCH EXECUTIVES



Michael Gregory
Managing Director & Partner
<mailto:michael.gregory@ggapartners.com>



[George](#) Pinches
Director
george.pinches@ggapartners.com

For more information on The Derrick Golf & Winter Club, please visit <https://www.derrickclub.com/Home>