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GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: WAIALAE COUNTRY CLUB HONOLULU, HI

THE GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT WAIALAE COUNTRY CLUB

The long-time home to the SONY Open, Waialae is a club steeped in history and is best described as the epitome of the "Ohana Spirit;" it is about its people! The members and staff of Waialae enjoy a special relationship of professional and respectful 'family,' a style that must be representative and embodied in the new General Manager/Chief Operating Officer who will be the "face and master orchestrator" of the Club. Understanding, respecting and thriving in an environment rooted deep in the local Hawaiian culture will be critical to the next GM/COO of Waialae.

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

ABOUT WAIALAE COUNTRY CLUB AND COMMUNITY

The Royal Hawaiian Hotel and Waialae Golf Course were built as part of a promotional program to develop luxury travel trade to Hawaii. The Golf Course was opened for play on February 1, 1927. Seth Raynor, world famous golf architect, and his associate, Charles Banks, designed and supervised the building of Waialae. In 1930, a group of these Waialae players formed a private club within the Waialae Golf Club which they called Waialae Country Club.

Since 1928, Hawaii Opens have been held at Waialae. The First PGA Tour Hawaiian Open Golf Tournament was held in the fall of 1965, and since 1999 SONY Corporation has sponsored the annual SONY OPEN at Waialae. On the PGA Tour, only two golf courses in the country have hosted longer consecutive PGA tournament runs than Waialae.

Throughout the years the club has undergone many renovations and improvements. Today, the Clubhouse at Waialae includes a member's grille, main dining room, board room, two private meeting rooms, and men's and women's locker rooms.

In 2014 the club added the Hale Ohana Ola ' House of Family & Fitness' - a multi-functional fitness annex for Waialae members and their guests. The 5,179 sq. ft. facility features an exercise room, a fitness room, two multi-functional rooms for meetings and social gatherings, the tennis pro shop, lockers and shower facilities. Additionally, the Club has three tennis courts, and a pickleball court with plans to build a 2nd pickleball court. There is also a dining venture here called Oceans that is very popular for evening casual dining.

WAIALAE COUNTRY CLUB BY THE NUMBERS

- At present, there are approximately 1165 Members in a variety of categories.
- Initiation fee is \$70,000.
- Annual Dues: \$13,200
- The annual gross volume is approximately \$24M.
- The annual dues volume is approximately \$15M.
- Approximately 61,000 rounds of golf annually
- Food and beverage volume is approximately \$7.0M
- The Club is a 501 (C)(7) organization.
- The average age of members is approximately 66 years.
- There are 12 Board Members (13 in 2023), each serving three-year terms.
- The Club uses the NorthStar system for POS and accounting operations.
- There are approximately 143 year-round employees with another 50 + part-time.

WAIALAE COUNTRY CLUB WEB SITE: www.waialaecc.com

GENERAL MANAGER/CHIEF OPERATING OFFICER - POSITION OVERVIEW

The General Manager/Chief Operating Officer at Waialae is, in essence, the COO of the Club and reports to the President of the Board of Directors and has clear ownership of all day-to-day operations of Waialae Country Club (WCC). The new GM/COO is responsible for defining and recommending the strategies and tactics necessary to annually achieve the Club's goals, which are established by the Board of Directors. Specific emphasis on consistently enhancing the membership experience for the Members and their guests is of primary importance. This individual is responsible to manage all the key assets (physical and staff) including golf, tennis, fitness, food and beverage, family events and activities, and ensuring they are consistently regarded as "a best-in-class experience" which means meeting or exceeding the memberships' expectations daily in service, execution and delivery. This individual should be an excellent, effective verbal, written and thought communicator.

Of utmost importance to the Club's long-term success, the GM/COO must have demonstrated the ability to proactively drive innovation, quality service and direct the overall strategic initiatives of the Club, working as a highly collaborative "partner" with the Board and Committees. As part of doing so, the Board's expectation is that the new GM/COO "takes charge and responsibility" for all operational matters, recognizing the appropriateness of keeping the Board informed on key issues, but also recognizing the clear desire for strong and thoughtful "partner" versus "caretaker" leadership. "Establishing a foundation of trust and confidence" is a key initial leadership expectation of the new GM/COO, as is the "ability to adjust and adapt to changing dynamics of volunteer leadership."

A critical talent for this new GM/COO will be having experience, and the ability to establish an overall organizational culture that is based on the core values set and expected by the club's Board of Directors. It is in this manner leadership will ultimately galvanize the team to deliver the day-to-day member experience all desire. The ability to engage the team and set the expectation of accountability will be critical, and explaining how they will monitor to the board, membership, and especially the management team and all employees at Waialae. An individual with a track record of being a leader that constantly is fostering an environment of care and collaboration.

The GM/COO is expected to provide contemplated guidance to the Board, Committees, Members and Staff. This individual oversees the "setting of standards" and consistent execution of operational benchmarks, programs, events and activities at the Club and recognizes the need to lead in anticipating the majority of members' interests, while, at the same time, balancing the Club's business and financial objectives. Another of the GM/COO's principal objectives is the successful administration of the business of WCC, ensuring that key objectives for continued long-term success are identified, communicated, and executed by the management team. Meeting annual tactical and strategic goals and expectations while, at the same time, keeping a high level of member satisfaction levels is critical to the GM/COO's success. The new GM/COO will be leading all aspects of the organization and will need the fortitude to make necessary and sometimes bold decisions in the best interest of the Club, even if it means sharing opinions with the board that they know will be seen as much different than SOP in the past at times. This means working with the board to get a decision to act in the best interest of the member experience.

Food and beverage operations are of critical importance to membership satisfaction and will continue to be a primary focus of the new GM/COO. This is an area the club expects to see improvement in from the new GM/COO'S leadership.

The GM/COO must "not just occupy their position," but will be expected to be the clear face, or "Mayor" of WCC, which enjoys a membership that expects reasonable and appropriate interaction with its top executive. Critical to the success of this is the fact that Waialae's reputation must be maintained through consistent focus on priorities, clearly defined goals and objectives that have been mutually established and reviewed in conjunction with the Board of Directors, always being aware of the importance of the Hawaiian culture in their daily interactions. Developing and mentoring an effective and dedicated team of department heads and associates, ensuring consistent operating standards and execution, and overall leadership within the organization is of paramount importance to achieving these goals. Passion for mentoring the managerial staff and showing true concern for their advancement will be a core aspect of this new leader of the Waialae team. The GM/COO is the ultimate "team leader" and is expected to represent himself/herself in a consistently respectful and appropriate manner to all key constituencies with whom he/she interacts.

Ultimately, the GM/COO at Waialae Country Club is responsible for the member experience and producing the operating results the strategic vision of the club dictates. The Club is desirous of having a caring, effective and results-oriented inspirational leader who sincerely understands and appreciates the culture of the Club, is committed to the Club and its mission, vision, and is intuitively engaged and sincerely involved and approachable to members, guests and staff.

INITIAL PRIORITIES OF THE NEW GENERAL MANAGER/CHIEF OPERATING OFFICER

With the expectation that the new GM/COO will commence his/her role during the summer, several key and necessary priorities have been identified as needing initial priority:

- Evaluate the food and beverage operations staffing, day to day procedures to deliver a high-quality, innovative and creative food and beverage operation. The most significant amenity for a majority of Club Members is food and beverage and ensuring that it is functioning and executing at a high member satisfaction level will be one of the first priorities for the new GM/COO.
- Assess the skills and business acumen of the key management team and continue to build and empower a high-performing team that has clarity in expectations and actionable objectives, and who are held accountable to achieve them. Blending the talents of the many long-tenured staff along with a new golf professional, and food and beverage director will be key to executing a strategy to support this overall experience. Supporting and “listening” to the Team is an especially important skill set, as is the ability to provide clear and measurable goals that they are part of creating.
- Connect with members by being highly visible, listening to their comments, needs and desires and interacting with members and guests in popular locations during high-traffic times to gather information and feedback and to build relationships, confidence, and trust.
- Engage with all levels of staff to understand the Club’s history, the team’s tenure and involvement, review processes and procedures, and recognize the need to “understand before changing,” but not settle in areas or operations that, after review and consideration, can be improved. Embracing the respectful Hawaiian culture or “Aloha Spirit” will be a daily requirement for the success of the new GM/COO.
- On day one act as a true “courageous thought partner” with the Board and Committees to provide intellectual dialoguing as well as highly proactive and innovative responses to the ultimate goal of achieving the brand “vision” of Waialae.
- Gain a clear understanding of the current Board’s directives, initiatives and the club’s Strategic Plan.
- Immediately build effective Board, Committee and Management Team ‘partnership’ relations through responsiveness, transparency, and trust, inspiring decision-making with thoughtful, well-conveyed recommendations. Take a proactive approach in the Boardroom by working closely with the Club President to develop meeting agendas, offering thoughtful reports and updates, and having “candid and crucial conversations” necessary to ensure transparency of efforts and to build consensus direction where needed.

CANDIDATE QUALIFICATIONS

- A minimum of 7 - 10 years of verifiable, progressive leadership and management experience in an active, family-centric club or well-regarded, service-focused, iconic hospitality environments where relationships are well-developed is preferred.
- Preferably in a GM/COO, COO or Executive Director role in a private member-owned country club with multi-dimensional operations, or leading hospitality operations outside of the club industry in a similar quality environment, with demonstrated understanding of volunteer boards and committees.
- True ‘rising stars’ from the club industry who have been verifiably well-mentored, larger clubs will also be considered.
- Verifiable success in the key attributes noted above.
- A demonstrable record of personal success, an unimpeachable reputation, a hunger for continuous improvement, and naturally articulate, energized and viewed as possessing an instinctive “gravitas” or charisma reflective of being the positive face of the Club.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- A bachelor’s degree from a four-year university or college is desirable, preferably in Hospitality Management or Business Management. In lieu of the degree, substantial private club or hospitality experience will be considered.
- From the club industry, Certified Club Manager (CCM) designation or PGA General Manager certification is desirable but not required.

EMPLOYMENT ELIGIBILITY VERIFICATION

In compliance with federal law, all persons hired will be required to verify identity and eligibility to work in the United States and to complete the required employment eligibility verification form upon hire.

SALARY AND BENEFITS

Salary is open and commensurate with qualifications and experience. The Club offers an excellent bonus and benefits package including association membership.

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 Rick Ching, Search Chairman, Waialae Country Club, 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 Waialae Country Club and the Honolulu, HI 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 Tuesday, April 18, 2023. Candidate selections will occur in late April with first Interviews expected in May and second interviews a short time later. The new candidate should assume his/her role as soon as reasonable notice is given to a current employer following selection.

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

“Last Name, First Name - Resume” &

“Last Name, First Name - Cover Letter – Waialae”

(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 cover letter.

If you have any questions, please Alice Stevens: alice@kkandw.com

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