

GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: WASHINGTON GOLF & COUNTRY CLUB ARLINGTON, VA

THE GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT WASHINGTON GOLF & COUNTRY CLUB

The opportunity at Washington Golf & Country Club comes at a time of high performance for a Club that has established itself as one of the premier, family-oriented clubs in the mid-Atlantic region of the country. Continuing the innovative, progressive leadership that the Club has enjoyed for many years is critical for the new GM/COO's success, as is possessing strong mentoring and team development skills, strong financial acuity, a positive and highly engaging demeanor and an intuitive "driven to excellence" mindset.

WGCC has a great history and tradition but is well-balanced and poised for the future with a lengthy wait list and active membership. They also recognize the fact that much of their success has been due to successful concepts and execution of transformational projects, which they hope to continue in conjunction with their new leader.

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

ABOUT WASHINGTON GOLF & COUNTRY CLUB & COMMUNITY

Washington Golf & Country Club (WG&CC) is in Arlington, Virginia, situated on the south bank of the Potomac River directly across from Washington, DC. Arlington is also the location of headquarters to many departments and agencies of the federal government, national memorials, and museums, including Arlington National Cemetery, the Pentagon Memorial, the Marine Corps War Memorial, and the United States Air Force Memorial.

The Club has a rich history dating back to 1894 when it was founded by prominent Washingtonians and incorporated as the Washington Golf Club. The Club became known as the Club of the Presidents. Taft, Roosevelt, Coolidge, Harding, and Wilson were all active golfing members of the Washington Golf & Country Club.

Situated on over 131 acres, the Washington Golf & Country Club complex also features a state-of-the-art golf driving range, putting and practice greens, a swimming pool, ten outdoor tennis courts, a five-court indoor tennis facility, and a well-equipped fitness center. The Georgian-style clubhouse sits on one of the highest points in historic Arlington, Virginia. The spectacular view overlooks one of the most beautiful and challenging 18-hole golf courses in the region and reaches across the Potomac River to the skyline of Washington, DC. A staff of highly experienced professionals is responsible for full programs for golf, tennis, fitness, swimming, and dive enthusiasts of all ages and genders.

The clubhouse features formal and informal dining rooms, a tap room, a men's grill, men's and ladies' locker room, a barber shop, a ladies' lounge, various outdoor dining areas, a cocktail lounge, a fire pit, a full-service 70 seat driving range open year-round (The Turn), meeting and party rooms accommodating groups of 18 to 60 persons, and a large, attractive ballroom with a capacity of 300-400. The variety of facilities can accommodate weddings, birthdays, anniversaries, business meetings, and many other special occasions. The current lower level, which houses the Grill proper and the lower-level kitchen, was just reopened in April 2023 following an extensive renovation. The Club anticipates undertaking the second phase of a Clubhouse renovation to include the adult dining "Tap Room," men's locker rooms, men's grill and ladies' lounge, and pool locker rooms in late 2024, followed by several expansions in the racquet sports immediately thereafter. These transformational projects offer an immediate opportunity for this candidate to drive impactful change to the membership experience.

WASHINGTON GOLF & COUNTRY CLUB BY THE NUMBERS:

- Approximately 825 active Members, and approximately 1500 total in all categories with a 6 ½ year wait list.

- \$110,000 Initiation fee
- Annual dues - \$9,960 with an \$85/month capital charge
- Approximately \$22M Annual gross volume
- Approximately \$11.1M Annual dues volume
- Approximately \$6.5M Annual food & beverage volume (50% catering/50% ala carte)
- Approximately 247 FT Employees and 426 Seasonally
- Approximately 31,000 Rounds of golf annually
- The club uses Jonas for POS and accounting
- The club is a 501(c)(7) and has a separate 501(c)(3) Shield foundation
- There are 12 Board members each serving 3-year terms (can run 2 times and serve additional year if serving as president)
- Current committees: House, Racquets, Fitness, Finance, LRP, Shield, Pool, Golf, Green, Membership and Facilities
- 54 Average age of members

WASHINGTON GOLF & COUNTRY CLUB WEB SITE: www.washingtongolfcc.org

GENERAL MANAGER/CHIEF OPERATING OFFICER POSITION OVERVIEW

As Chief Operating Officer of the Club, the GM/COO is responsible for the effective management and leadership of all aspects of the Club's operating departments, activities, and relationships and supervises, coordinates, and administers the policies of the Club as defined by the Board of Directors. Additionally, he/she is also responsible for the promotion of the Club and the culture of hospitality, friendliness, and goodwill among all members and guests. Being a true "thought partner" with the Board and Committees is critical, as is the desire to be a strong "visionary" to collaborate and help define and guide discussions and support toward programs, amenities, and other strategies that will allow WG&CC continued excellence in all it does and provides for its members and staff.

Working closely with volunteer leaders on the Board and Committees to help further evolve the Club's desire for a modern GM/COO-led organizational structure, the GM/COO is a catalyst to focus on protecting the unique "culture" of the Club that upholds strong friendship, fun and the camaraderie and "family" of its members and staff. Additionally, clear direction and attention must be given to providing clearly defined goals and objectives to the Team, positively mentoring, and supporting them, but also holding them accountable to the agreed-upon objectives.

Leading one of the top clubs in the region, the GM/COO of Washington Golf & Country Club is expected to be an executive capable of effectively dealing with a wide variety of constituencies--from members to volunteer leaders to local authorities to the nearly 250 full-time staff members (swelling to over 400 in the summer!) who comprise the team at WG&CC. Possessive of a natural high club "EQ" energized style, being an adept decision-maker, having the ability to logically define and execute a vision while being an outstanding, visible, interactive, diplomatic, and highly approachable communicator to both members and staff is critical.

EMPHASIZED KEY CHARACTERISTICS

A key requirement is to be able to work proactively with the Board and Club Committees, as appropriate, helping them to keep focused on key goals and objectives that benefit the long-term well-being of WG&CC. As noted, a keen ability to drive experience for both members and staff and deliver mutually agreed upon results, as well as to professionally function in an almost CEO-like capacity, engaging the many aspects of both paid and volunteer leadership that contribute to the success of WG&CC.

Outstanding communication skills are necessary for this role and to be successful at WG&CC. As a primary communicator of much of the information at the Club, proven outstanding verbal and written skills are critical, as is a keen ability to "listen," "engage," "build trust" and "be highly approachable."

Finally, WG&CC is an exceptionally busy operation with multiple activities often occurring simultaneously throughout the operation.

Being able to balance staff and other resources along with reasonable access by members to facilities that are actively used the GM/COO must be masterful at orchestrating the logistics and developing a strong pipeline of both support and future leadership staff throughout the operation.

Creativity, innovation and consistent tracking and implementation of new offerings and activities is important, as is the unique ability to realistically move the Club to the next tier level of personalized service and consistency. *Status quo is not an option for a successful leader at Washington Golf!*

Other key attributes, characteristics and style of the successful new leader include:

- Must be visionary and mission-oriented; anticipating how the Club continues to evolve is important, as is being actively ‘networked’ in the industry to the point of being at the forefront of trends in clubs. Being strategic in focus and able to gain support and execute approved plans and directions, sometimes imploring the Board to make actionable decisions, albeit with a strong and natural ability to analyze and communicate the reasons behind recommendations.
- Being naturally outgoing, conversant, respectful, and diplomatic, but able to diplomatically say “no” when appropriate; having keenly developed “gravitas” is important to be able to deal effectively in a feedback-rich environment.
- Being driven and a confident ‘agent of appropriate change’ while also recognizing the need to be “highly present” in all aspects of the operation and, therefore, open to engagement and spontaneity while also being exceptionally organized and deliberate.
- Recognizing the need for an “employer of choice” approach to attracting, retaining, and developing staff at every level within the greater WG&CC organization. As part of this expectation, being known as a true “mentor” and having developed an outstanding culture of innovation, learning, ongoing development, and ‘mission-centric’ focus throughout one’s current organization is critical.
- Being innately understanding, empathetic, reliable, and relatable to members and staff at all levels; high emotional intelligence is critical and will be measured.
- *Having exceptional financial acumen* and the ability to evolve the organization model to support the significance of change currently occurring is critical. Recognizing and articulating key KPIs and other industry metrics must be part of one’s DNA, as it has been a critical part of the Club’s success over the past many years.
- Having a good understanding of today’s club technological opportunities and staying focused on using high tech to improve high touch with members and service delivery options.
- Recognizing and valuing the Club’s traditions and having the ability to implement change while maintaining the Club’s most valued traditions and culture.

INITIAL PRIORITIES OF THE NEW GENERAL MANAGER/CHIEF OPERATING OFFICER

- Learn the culture of WG&CC by listening (a lot), being approachable, and meeting with the Board, Committees, Executive staff, members, and associates as often as possible.
- Immerse in the Club’s talent acquisition, talent retention, and talent development process ensuring that it, too, is a clear leading ‘model’ in the industry and ingrained into the culture of the organization.
- Focus on the overall strategic planning future of WG&CC, continuing to consider the overall “vision” of the Club, the demographics of membership, and, working closely with the Board and Leadership Team to ensure alignment, understanding, and the ability to execute.
- Review food and beverage operations, the balance of ala carte and banquet offerings, as well as staff recruitment, training, and retention programs in this area and, if necessary, implement improvements to continue to move toward consistent excellence in this area.
- Immerse into the budget, the Club’s financial history, and gaining full appreciation of how WG&CC has functioned, evolved over the years, and administers to its defined needs and goals.

CANDIDATE QUALIFICATIONS

The ideal and outstanding candidate should have:

- A minimum of 7 - 10 years of progressive leadership/top level general management experience in (preferably) a private member-owned country club, with significant, multi-dimensional operations, or leading resort/hospitality operations outside of the club industry in a similar dynamic, progressive and relevant operation. Leading in a strong GM/COO model and taking “ownership,” accountability and responsibility while doing so are verifiably necessary traits and experiences. ***The Club will consider well-mentored AGMs, but only from similarly large scale, iconic or nationally recognized club operations.***
- Proven and verifiable leadership qualities with a demonstrated ability to direct, coordinate and control all aspects of a busy, full service, family centric country club with a large staff and operating budget.

- A verifiable record of strong and intuitive mentoring of staff, and having achieved, in essence, a ‘workplace of choice’ employee environment in the operations he/she has been part of leading.
- Strong history of success and keen understanding of quality Food and Beverage operations, including revenue growth, training, innovation and creativity, and strong service culture development.
- Technologically proficient with a thorough understanding of best practices in the use of technology to improve ‘high touch’ service delivery to members and to more effectively manage and lead operations.
- Be a “*courageous thought partner*” with the Board, recognizing that he/she needs to be a creative problem solver whose ability to convey ideas, suggestions, and solutions in a thoughtful, well-reasoned manner with a high level of integrity results in high levels of respect, with the ability to push back respectfully when having a clear alternative perspective.
- An organizationally focused individual who recognizes that a focus on “details and consistency of delivery at a high-level result” in high member and associate satisfaction, high levels of quality and an overall outstanding member experience.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- A bachelor’s degree is preferred with a focus on Hospitality Management.
- In lieu of the degree, substantial private club or hospitality experience will be considered.
- Industry certifications such as CCM, CCE or PGA are encouraged 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 Greg Trimmer, Search Chairman, and the Washington Golf & Country Club Search Committee, 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 WG&CC and the Arlington, VA 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 March 20th, 2024. Candidate selections will occur early April with first interviews expected in late April and second interviews a short time later. The new candidate should assume his/her role in early to mid-Summer.

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

“Last Name, First Name - Resume” &

“Last Name, First Name - Cover Letter – WG&CC”

(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 email Patty Sprankle: patty@kkandw.com.

Search Executive:

Kurt D. Kuebler, CCM, CMAA Fellow, Partner
561-747-5213 – Jupiter, FL ▪ kurt@kkandw.com