



golf industry show

PREPARING FOR THE NEXT OPPORTUNITY!

MONDAY, FEBRUARY 8TH, 2016

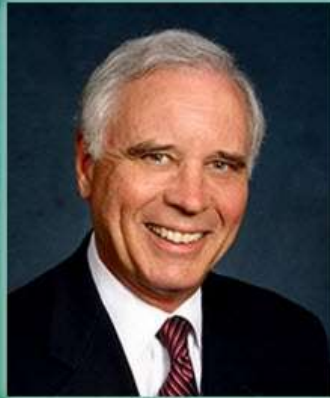
KOPPLIN & KUEBLER

"The Most Trusted Name in Executive Search and Consulting"

TODAY'S LEARNING OBJECTIVES...WE'LL LOOK TO ANSWER.....

- Do you have a strategic plan for your career path?
- How do you determine the 'right' next career move?
- What are club Boards, GM/COOs and Search Committees looking for in their course leaders in today's club world?
- Have you done a effective presentation of your credentials?
- The 'keys' to interview success!

35 Years of Club Industry
Experience
 K&K Partner
 GM/COO/VP of Operations
 Castle Pines Golf Club, CO
 Desert Mountain
 PGA West
 Presented "Board
 Dynamics/Model Clubs" to
 over 250 private clubs and
 communities
 Speaker for CMAA national
 conference for 14 years



30 Years of Club Industry
Experience
 K&K Partner
 GM/COO
 Isleworth Golf & Country Club
 The Loxahatchee Club
 Desert Highlands Golf Club
 Birchwood Farm Golf & CC
 Former President of FL CMAA
 Former National Director of
 CMAA

USE OUR AWARD-WINNING TEAM
 TO ENHANCE YOUR CLUB'S LEADERSHIP



29 Years of Club Industry
Experience
 Search Executive and
 Consultant CMAA Educator
Fortune 500
 Trainer/Consultant
Specializing in Executive Chef,
 GM/COO, AGM and
 Clubhouse Manager searches
 and consulting

9 Years in Club Industry
 as GM
 20 Years of Security
Experience
 U.S. State Department
 Homeland Security
Specializing in Background
Investigations and
 Property Safety
 Assessment

35 Years of Club Industry
Experience
 GM/COO/CEO at
 Gross Pointe Yacht Club, MI
 Old Collier Golf Club, FL
 Bay Colony Club, FL
Specializing in Strategic
Planning, and GM/COO
 searches

25 Years Club Industry
Experience
 Superintendent or GM at
 Cherry Hills CC, CO (S)
 Castle Pines Golf Club, CO (S)
 Merion Golf Club (S)
Rolling Green Golf Club (S)
Specializing in Superintendent,
 GM/COO, AGM searches and
 Golf Course Operation and
 Design Consulting

25 Years of Club Industry
Experience
 GM/COO/CEO at
 The Country Club, OH
 Oakmont Country Club, PA
 The Club at Mediterra, FL
Specializing in GM/COO, AGM,
 Golf Professional Searches and
 Operational, Team Building,
 and Leadership Consulting

We get to visit and work with a lot of clubs each year.....and, therefore, have quite a bit of insight from the direct conversations we have with hiring decision makers!



**DO YOU HAVE A STRATEGIC PLAN
FOR YOUR CAREER PATH?**

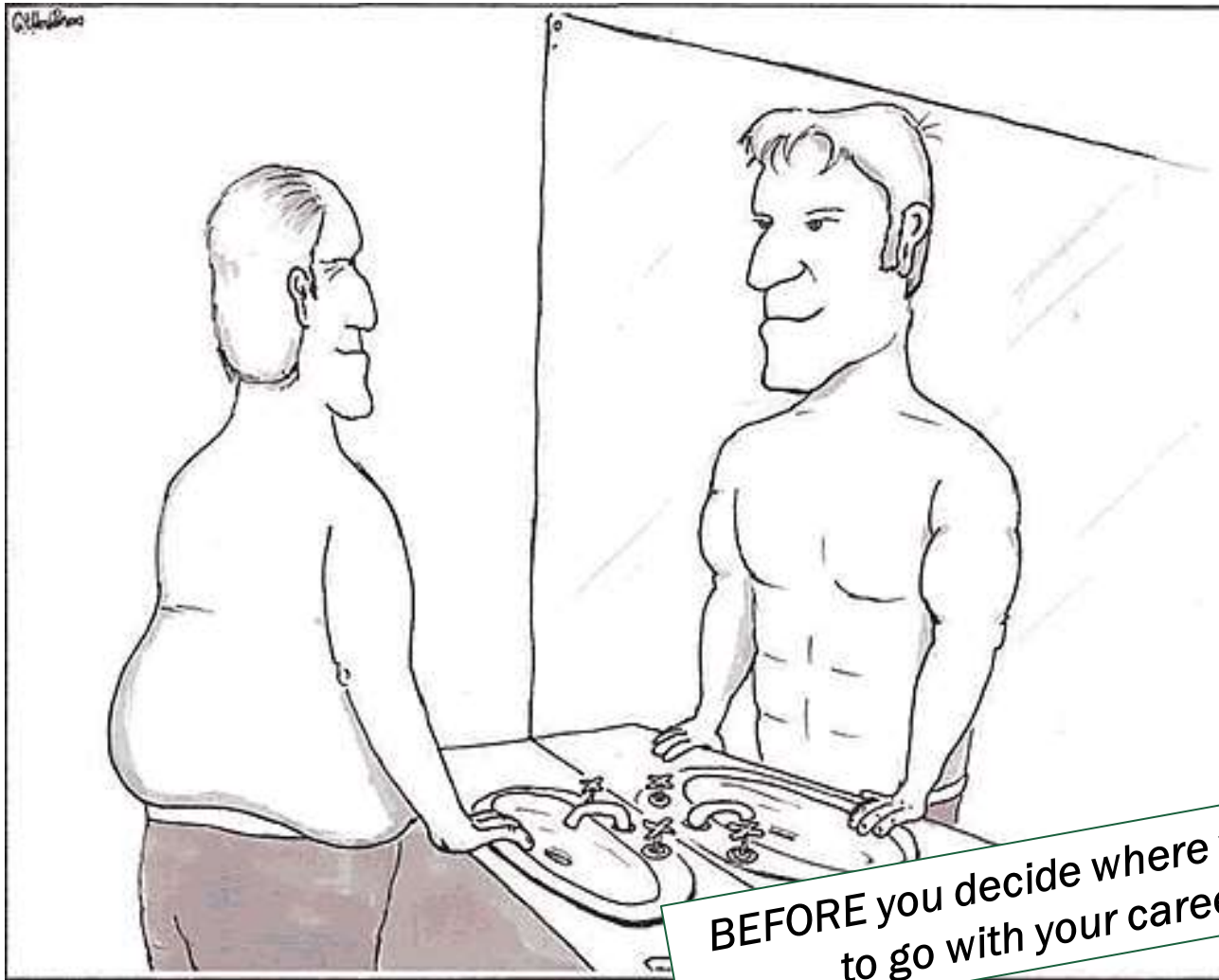
**What direction are
you and your career
going?**



***“WAY TOO MANY GOLF
INDUSTRY PROFESSIONALS
SPEND MORE TIME PLANNING
THEIR VACATIONS THAN THEY
DO THEIR CAREERS!”***

DICK KOPPLIN

START WITH A CANDID CORE EVALUATION OF WHO YOU REALLY ARE, WHAT REAL SKILLS AND TRAITS YOU HAVE—DO A TRUE 'SELF AUDIT'!



BEFORE you decide where you want to go with your career!!

**IS YOUR PERSONAL GOAL
ATTAINABLE AT THIS STAGE, OR
DO YOU FIRST HAVE TO GAIN
SKILLS, EXPERIENCE AND/OR
COMPETENCIES TO ACHIEVE IT?**

PERSONAL SWOT ANALYSIS

Strengths : Personal realities that will help you achieve your goals.

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Weaknesses: Personal realities that you need to improve in order to achieve your goals.

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Opportunities: Key situations, activities or events that you might consider to assist in reaching your goals.

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Threats: Outside events, conditions, or plans that might threaten your goals.

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SAMPLE PERSONAL SWOT ANALYSIS

Strengths : Personal realities that will help you achieve your goals.

- Visionary, big picture thinker
- Detail-oriented
- Good with budget/finances
- Solid career path and tenure
- People-person

Opportunities: Key situations, activities or events that you might consider to assist in reaching your goals.

- Superintendent opening at local club
- Volunteering on local Chapter
- Volunteering to serve on National GCSAA Committee
- Obtaining MBA
- Becoming certified

Weaknesses: Personal realities that you need to improve in order to achieve your goals.

- Not good at delegating
- Sometimes short-tempered
- Little knowledge of private club operations
- Lack of budget knowledge
- Not well 'networked'

Threats: Outside events, conditions, or plans that might threaten your goals.

- New Green Chair
- Economic conditions reducing budget
- Overall club membership and golf participation declining

YOUR PERSONAL STRATEGIC PLAN

GOALS	OBJECTIVES	ACTION TACTICS	TIME FRAME
Earn Certification	Pass exam	<ul style="list-style-type: none"> • Obtain Study Guide/Books • Take Certification Review course • Take exam 	<ul style="list-style-type: none"> • April 1, 2016 • Nov 21, 2016
Become more active in my local GCSAA Chapter leadership	Better develop my professional skills and networking	<ul style="list-style-type: none"> • Volunteer for a key Chapter Committee 	<ul style="list-style-type: none"> • March 1, 2015
Move from 1 st Assistant to Superintendent role	Develop skills and competencies, as well as 'network' to be considered for openings locally at 18 hole private clubs	<ul style="list-style-type: none"> • Have current superintendent allow me to do entire budget for 2016 • Shadow top local superintendents to gain their insights on how to achieve next career move • Conduct practice interviews with decision makers at my present club 	<ul style="list-style-type: none"> • Sept/Oct 2016 • Each month – June, July, August • April 15, 2016

**HOW DO YOU DETERMINE THE
'RIGHT' NEXT CAREER MOVE?**

CAREER MOVE CONSIDERATIONS

- What type of club/course are you most suited to?
Public, private, resort, etc.?
- Where do you most want to live?
- Have you truly set your personal strategic plan on a course that qualifies you for the one that piques your interest?
- Have you the appropriate 'network' to help you gain this next position?
- Can you truly articulate the "why" behind your interest in this role?

HAVE YOU TRULY EVALUATED YOUR STRENGTHS?

- What are you really good at doing in this business?
- What do you like to do (doesn't mean that you're necessarily good at it yet!)?
- What type of golf industry environment 'fits' you best?
There are MANY different types and styles of facilities — *just because it's there, doesn't mean it is the 'right' one!* Do you prefer multi-course? Renovations? High volume? Low volume, more personalized and detail orientation?
- Where do you think you'll be best fulfilled when not at work—geographically, non-work interests, etc.?
- Do you have a support group available to you—friends, mentors, family?

AND, WHAT DO YOU WANT FROM A NEW EMPLOYER?

- Training and advancement opportunities?
- Long term commitment?
- Access to a great mentor?
- A job? Or, a career?
- The “cache” of a top end property, regardless of the role?
- Stability?
- *Don't forget to put yourself in their shoes, too!*

**WHAT ARE OWNERS, CLUB BOARDS,
GM/COO'S AND SEARCH
COMMITTEES LOOKING FOR IN THEIR
COURSE LEADERS IN TODAY'S GOLF
INDUSTRY?**

WHAT ARE THE KEY CAPABILITIES, COMPETENCIES AND STYLE THAT OWNERS MOST OFTEN SEEK?

- A “Green Thumb”
- Golf “IQ”
- Observational skills
- Interpersonal skills to be able to deal with multiple constituencies in a respectful, supportive manner
- Financial acumen
- Organizational ability
- Detail orientation

**HAVE YOU DONE A EFFECTIVE
PRESENTATION OF YOUR CREDENTIALS?**

***IN REALITY, NO MATTER HOW
“GOOD” YOU ARE, IF YOU CAN’T
EFFECTIVELY PRESENT YOUR
CREDENTIALS, YOU’LL LIKELY
NOT GET THE JOB!!***

CRITICAL PRESENTATION SUCCESS FACTORS

- Your cover letter is **CRITICAL!!** How do you ‘connect the dots’ with you and the position profile! **GENERIC LETTERS GET FILED!** *If, for example, renovations are not critical, don’t highlight that experience as your **PRIMARY** skill set!!*
- Does your resume tell a logical story and is it clearly conveying **QUANTIFIABLE** information that the prospective employer is actually interested in? (You need to convey appropriate information, **NOT** your job description!)
- Do you have it properly formatted and **PROOFREAD?** *80% of resumes have grammatical and spelling errors or omissions of some sort!!!*
- Follow the instructions of the position posting!!

COVER LETTERS....WHAT SHOULD THEY CONTAIN?

- Don't do a "one size fits all" cover letter; *tailor it to your specific target club!*
- Learn what it is that club is looking for and make your case as to how you 'fit' that need.
- Don't make any unsubstantiated claims, but do be truthful about your strengths, skills and motivations as it relates to the position
- Put yourself in the reader's shoes; would you be interested in meeting 'you' after reading your letter?
- Any time you have a personal 'connection' to the geographic area of your target club, highlight it!

First
impressions
are still a
BIG DEAL!!



It was a mistake for Eric to wear a t-shirt to his job interview, and it was a bigger mistake to wear that particular t-shirt.



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Thanks for
attending!!

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