

## **GENERAL MANAGER PROFILE: THE KITTANSETT CLUB MARION, MA**

### **THE GENERAL MANAGER OPPORTUNITY AT THE KITTANSETT CLUB**

The General Manager (GM) role at The Kittansett Club (TKC) is a fabulous opportunity for a driven, golf industry professional who has the ability and skills to assist the Club in a thoughtful transition to a General Manager led operation versus its historically active Board and Committee-directed operations with their respective senior leaders. Understanding and possessing the ability to diplomatically but effectively navigate both volunteer leaders and staff to this model, designed to provide greater consistency, coordination and therefore sustained operational success, is a foundational skill and style to success.

Helping to guide the Board and Committees through the transition process to a more modern operating model, while reassuring and supporting the staff, many of whom have been with the Club for years, will be a necessary critical success ability. Further, appreciating the seasonal nature of the Club and embracing a resort area community with large fluctuations in seasonal residents and activities is important for personal and professional alignment.

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

### **THE KITTANSETT CLUB**

The Kittansett Club is situated in the town of Marion, Massachusetts at the end of Butler Point, which extends into Buzzards Bay on Cape Cod. TKC is a golf-centric club nearing its 100<sup>th</sup> anniversary and is recognized as a “Top 100” course. Originally designed by William Flynn and Fred Hood before its restoration by Gil Hanse, who continues as their course advisor, the club is tucked away between Cape Cod and the Rhode Island coast. A great seaside walking course, Kittansett is a ideal for a leader who epitomizes the best attributes of golf history and etiquette, is naturally engaging and interactive, and generates enthusiasm for this special environment in members, guests and staff.

Founded in 1922, the **Club** has enjoyed a rich history due to its celebrated course design, spectacular location, passionate membership, and devoted staff. During its memorable history Kittansett has hosted several Massachusetts Golf Association championships including the Massachusetts Amateur Championship and the WGAM Edith Noblit Baker Trophy. The most prestigious event hosted by Kittansett was the 1953 Walker Cup when the United States defeated Great Britain & Ireland 9 to 3.

Since the 1990s the course has gone through a series of redesigns, restorations, improvements, and renovations. The improvements over the past few years have transformed play and with its spectacular views and challenging golf, a round at Kittansett is a truly memorable experience.

### **MISSION STATEMENT AND SUPPORTING VALUES**

To preserve and protect Kittansett's number one asset: a unique seaside golf course that provides a special golf experience, while sustaining an affable private club membership, supportive and committed to preserving the traditions and spirit of Kittansett and the game of golf.

- To preserve the natural seaside setting with dramatic views of the water, providing a challenge for the good player while allowing the average player a chance to enjoy the game.
- To maintain course conditions at a consistently high quality while respecting environmental conditions.
- To provide stewardship which maintains and preserves the Club's existing facilities for future generations of golfers.

- To provide a limited membership with an enjoyable golf experience without the necessity of tee times; where rounds are completed in a timely fashion, and with a dues structure compatible with these privileges.
- To ensure financial responsibility and stability by monitoring and controlling the Club's operations and expenditures.
- To continue development and encouragement of a professional staff that provides services of a caliber consistent with our golf course.
- To ensure that members, families, and their guests enjoy a welcoming, safe, friendly, and comfortable atmosphere with limited but high-quality services and social activities.
- To continue the tradition of contributing to the game of golf by periodically hosting competitions.
- To maintain good community relations with our town and neighbors

#### **THE KITTANSETT CLUB BY THE NUMBERS**

- Approximately 505 members
- \$50,000 Initiation fee
- \$9,875 Annual dues for full family membership
- Nearly \$700K in F & B revenues with an \$800 annual minimum charge
- \$5.77M Gross revenues from all sources
- Approximately \$2.71M Dues volume
- Approximately 18,874 annual rounds of golf
- Approximately 18 year round employees and upwards of 95 seasonal employees
- Average age of members is 60
- The Club is organized as a 501(c)(7), not for profit organization

**THE KITTANSETT CLUB WEB SITE:** [www.kittansett.org](http://www.kittansett.org)

#### **GENERAL MANAGER POSITION OVERVIEW**

The GM will manage all operational aspects of the Club and administer the Club's policies as defined by the Board of Governors. This position reports directly to the President and Board of Governors and will have all department heads reporting to him/her including the Head Golf Professional, Green Superintendent, House Manager and the Controller.

The GM is responsible for establishing operational processes and setting a cultural tone among staff members to ensure a consistently exceptional level of hospitality and execution across all interactions with members and guests. Given the role's high level of visibility with the Club's main constituencies, which include members, guests, local organizations, corporate entities, and the Board, the GM must be able to perform at a high executive and leadership capacity and possess a naturally engaging and interactive style.

The position requires varying degrees of experience, while placing a large emphasis on individual character traits. Key characteristics for success will include strong integrity and character grounded in a foundation of quiet confidence, *accountability*, and poise; essentially possessing a natural "gravitas." The ability to cultivate a consistently positive, upbeat, *respectful, diverse, inclusive*, and team-oriented *workplace* is critical. The successful candidate will bring the ability to identify and hire talent, mentor and lead a team "by example", with an eye toward congeniality and enthusiasm. Exceptional interpersonal skills marked by excellent judgment, diplomatic tact and thoughtful communication are essential.

The GM must also possess a keen financial acumen with the ability to maintain the Club's consistently strong operating performance. Innovation and creativity with a "continuous-improvement management" philosophy is a cornerstone of the Club's operation and a critical success factor for the future. The successful candidate will possess a sincere passion on for excellence and a dedication to providing a world-class, welcoming environment for its members, families, and guests, along with a true appreciation for golf.

#### **CORE RESPONSIBILITIES**

- Collaborate with the Board of Governors, Committee Chairs, and Department Heads to fulfill the Club's clearly defined Mission.

- Develop operating procedures and oversee the work of all staff members to deliver a consistent, exceptional member experience for all Club activities and services including golf events, dining, lodging and social functions.
- Manage and execute each department's operations to align with the Club's operational and capital budgets.
- Work with Head Golf professional to assure that golf operations and golf shop are run at the highest level of professionalism with effective communication, member satisfaction and profitability set forth in annual club budgeting process.
- Work with Greens Superintendent to ensure that the golf course, the Clubs #1 asset and priority, is always in a condition that represents the standards and expectations of a "Top 100" U.S. golf club.
- Cultivate a team of managers and staff members with an overarching commitment to excellence in all aspects of service, advocating strongly for their success, collaboration with another and for the consistent application of standards, processes and procedures.
- Coordinate the execution of the Club's long-range and annual plans in conjunction with the Board.
- Secure, protect, and enhance the Club's physical assets, facilities, and equipment requirements.
- Understand and ensure compliance with Federal, State and Local regulations regarding Club operations, employment, lodging, and the serving of food and alcohol.

#### **NECESSARY SKILLS, EXPERIENCE AND PERSONAL ATTRIBUTES**

- A great communicator with an equally charismatic personality who enjoys natural interaction with members and for whom leadership comes naturally as well as the ability to mentor and delegate.
- A humble, servant leader with strong personal integrity that acts as the "glue" at the club and fosters introductions of members and guests, willing to "do what it takes" with solid and consistent follow-up and a creative problem solver that leads by example.
- Strong F&B experience and knowledge along with the willingness to innovative with new ideas and concepts in all areas of the Club.
- A good listener who is reflective and interacts well with the membership and his/her team, taking initiative and who is able to easily anticipate priorities, as well as a competent and thoughtful writer as the primary written communicator from the Club.
- Someone with member-owned club experience who functions effectively in the boardroom, is exceptionally well organized and prepared to offer thoughtful recommendations and suggestions, based on data and an understanding of the governing principles and model at Kittansett.
- A visionary in the golf world with professional experience in the golf operations side as well as an appreciation for and an understanding of formal traditions and the willingness to reinstitute those at Kittansett. Someone who realizes the importance of the team having an equally well-rounded understanding of and an appreciation for the game of golf, which is at the forefront at Kittansett, as well as being naturally passionate about creating operational excellence and extraordinary and consistent member experiences.
- Strong financial acumen in addition to being well-rounded in all areas of management and operational oversight from entry-level to GM including HR and training experiences.
- A motivated, "big thinker" who is at the forefront of technology and modern relevance yet possessing finely tuned soft skills that allow for a sincere, very personal touch when appropriate.
- Ability to deal with adversity and to confront opportunities head-on when necessary, whether it a member or team member issue, but always in a diplomatic, calm and appropriate manner.
- An understanding of the Kittansett culture and the willingness to build on it, balancing tradition and relevance.
- A strong behind the scenes leader in addition to being highly visible to members and guests; one who sets realistic goals, measures execution, and follows up on results with staff. A keen ability to delegate and generate natural camaraderie amongst the team and the membership.
- Ideally, having had experience with capital projects from conception to design/build and planning for opening.

#### **CANDIDATE QUALIFICATIONS**

- A minimum of 5-7 years of progressive leadership/management experience in an active, golf-oriented, private, member-owned club or a leading hospitality-driven organization.

- Experience managing golf, green and house operations; ideally a PGA professional who has overall operational skills and experience and who demonstrates a keen understanding of how to orchestrate the many touch points to success.
- Preference will be given to those from the New England area who possess the skills and attributes desired, as well as someone who is able to demonstrate a longer-term desire to be part of Kittansett and the greater Marion community.

#### **EDUCATIONAL AND CERTIFICATION QUALIFICATIONS**

- A Bachelor's Degree from a four-year university or college is highly desirable, preferably in Hospitality Management or Golf Management.
- From the club industry, Certified Club Manager (CCM) designation is desirable but not necessary.

#### **SALARY AND BENEFITS**

Salary is open and commensurate with qualifications and experience. The Club, along with the typical CMAA benefits, offers an excellent bonus and benefit package.

#### **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.

**Preparing a thoughtful cover letter of interest and alignment with the above noted expectations and requirements is necessary.** Your letter should be addressed to **The Kittansett Club Search Committee**, and clearly articulate why you would like to be considered for this position at this stage of your career and why The Kittansett Club and the Marion area will be beneficial to both you and the Club if selected.

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

**"Last Name, First Name Resume" &**

**"Last Name, First Name Cover Letter - TKC"**

(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](mailto:patty@kkandw.com)

#### **Lead Search Executive:**

Kurt D. Kuebler, CCM

Partner - KOPPLIN KUEBLER & WALLACE

[kurt@kkandw.com](mailto:kurt@kkandw.com)

561-747-5213

[www.kkandw.com](http://www.kkandw.com)