



CAROLINAS CHAPTER

CLUB MANAGEMENT
ASSOCIATION OF AMERICA

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JOB OPENING

CLUB	Forest Lake Club
LOCATION	Columbia, SC
POSITION FOR HIRE	General Manager/Chief Operating Officer

THE GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT FOREST LAKE CLUB

Forest Lake Club (FLC) is in an enviable position of a full membership and multi-year waiting list, an outstanding location, and a highly supportive and engaged membership as it approaches its centennial year of existence. As it moves to its next era, the Managing Committee (Board) recognizes the need to engage the Club's first true General Manager/Chief Operating Officer (GM/COO). The GM/COO will be an active thought partner helping the Managing Committee plan and execute the next level of member and staff experience, and while ensuring a continued vibrant future.

Consequently, we are seeking an energized, fully engaged, detail-oriented, proactive leader with exceptional communication skills and a strong focus on talent recruitment, retention and development. The candidate should be enthused about the opportunity to live and work in a vibrant, university-based capitol city, and at a Club poised to be recognized amongst the great clubs of the South!

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

OVERVIEW OF FOREST LAKE CLUB

As noted in *Luxury Living Magazine*, Forest Lake Club is approaching its centennial, and this member-owned club has seen its share of generational change during its time as a traditional "golf club" in Columbia, SC. The look and feel of Forest Lake are dramatically different than decades past, and the impetus behind the evolving club life are the newly completed capital improvement projects driven by Atlanta-based Kuo Diedrich Chi Architect, Hood Construction and landscape architect Wood + Partners, Inc. Among the \$3 million-plus round of new amenities is a transformed 44,000-square-foot clubhouse with beautifully appointed new upscale dining/lounge facilities designed by Traci Rhoads Interiors, and a new pool complex featuring a family-oriented resort-style pool, a free-standing pool bar, and a nearby, newly refurbished competitive lap pool.

The most popular addition is the new Lakeside Grille, a casual indoor-outdoor dining venue overlooking its signature Forest Lake and the Club's new pool facility. Like so many new dining facilities at luxury private clubs, architect Mark Diedrich maximized the "indoor-outdoor" nature of the peaceful setting by building a covered porch with radiant heat, ceiling fans, and walls that open up to a terrace for lakefront views and safe social distancing for all seasons.

Other popular Lakeside Grille features: double-sided fireplace for indoor/outdoor fireside experiences, large bar with TVs, and an overall contemporary yet warm interior design that appeals to all generations as 'casually elegant.'

For a membership long capped at approximately 1,150 members, FLC managed to increase its wait list by 16 percent to approximately 116 individuals or 4 years, and increased its initiation fee following completion of this major project.

In addition to the brand new multi-million-dollar amenities, the Club is a true full-service country club with 10 tennis courts (both clay and Har-Tru surfaces), golf and tennis shops, competitive swim lap pool with diving, in addition to the brand new resort-style family-oriented pool complex and fully appointed newly decorated men's and women's locker rooms that were newly renovated after the devastating floods of October 2015.

The Club's 18-hole, championship course dates back to 1923, with a practice range and newly renovated putting green.

Though FLC lost a number of members during the recent capital investments, the club experienced an influx of new younger members (average age around 45), desiring a higher-level F&B experience with more programs and innovations.

With the new capital reinvestments and location in a thriving university-based capitol city, the outlook for Forest Lake Club is especially strong. The move with the new GM/COO hire will allow the Managing Committee to move to a more strategic focus in their efforts, while allowing the GM/COO to lead all operational activities and be a key 'partner' to the Managing Committee on strategic and master planning efforts.

FOREST LAKE CLUB BY THE NUMBERS:

- At present, there are approximately 1,135 members in all categories (500 - Participating Member; 225 - House Member; 180 - Senior; with the remainder in smaller group categories)
- \$34,000 Initiation fee for regular membership and \$24,000 for a legacy member
- \$4,584 Annual dues for a regular Participating member
- Approximately \$9.0M Gross revenues from all sources
- Approximately \$4.5M Due's volume
- Approximately \$2.8M F & B volume
- Approximately 30,000 annual rounds of golf
- Average age of members is 64 and trending downward
- There are 8 Managing Committee members (Board) each serving three-year terms; Current Club committees include Finance, Food/Beverage & Entertainment, Golf, Grounds, Swim and Tennis
- The Club uses JONAS for its POS and accounting
- The Club is organized as a 501(c)(7), not for profit organization

FOREST LAKE CLUB WEBSITE: www.forestlakeclub.com

GENERAL MANAGER/CHIEF OPERATING OFFICER (GM/COO) POSITION OVERVIEW

The GM/COO will have responsibility for all day-to-day operations of Forest Lake Club. He/she will direct and administer all aspects of the operations to include amenities, staff, and all programs and activities to ensure outstanding service for members and guests. While all typical competencies are important, our need is for a GM/COO who enjoys being actively engaged and approachable by both members and staff, is

proactive in new trends and innovations in family-centric club operations, wants to be part of a relationship based, multi-generational club environment in a great community, and has a visible energy and passion for the industry. Additionally, he/she must be an individual who can recognize what is working well at present and does not need change, and what needs enhancement and/or polishing.

KEY ATTRIBUTES AND NATURALLY REFINED SKILLS AND COMPETENCIES

- Someone who can immediately establish credibility with the staff, many of whom have been with the Club for a number of years and are held in high regard by the Board and Membership.
- A team builder. A person who embodies the persona of ultimate coach and motivator, bringing out the best in others by setting clear goals and expectations, providing consistent feedback and support, and treating others with respect and professionalism.
- An outgoing and collaborative approach with strong leadership skills and effective mentoring ability; someone who clearly leads by example and compels others to do so.
- The ability to embrace change, both culturally and environmentally, as the Club will be working on strategic and master plans shortly after his/her arrival. One who can help lead the Club through a transition from an operational board/managing committee to a GM/COO concept led club operation, recognizing the need to first build trust and confidence while navigating and managing “change”.
- Someone who is a doer – someone who is willing to roll up their sleeves and be “hands on” as needed; being simply a great administrator will not be enough in this situation. Sincere and consistent member and staff engagement will be needed as the “face of the club.” Being highly visible, interactive, and engaging, and knowing how to balance administrative functions with key engagement opportunities is very important.
- Strong staff leadership, partnering with the Board and Club Committees, and strategic planning experience will be key attributes to one’s success.
- Process driven leadership; setting standards of performance and ensuring that they are consistently maintained is critical.
- Being a humble, but confident “thought partner” with the Board, and able to make decisions and recommendations based on industry knowledge, experience, and confidence in his/her own ability to deliver.
- A confident, diplomatic, respectful, and competent professional who takes charge and recognizes the importance of accountability. A creative problem solver who commands respect through professional interactions and integrity.
- A keen attention to detail and someone who is able bring out a similar focus in others.
- An appreciation and understanding of the multi-generational, Southern culture of Forest Lake Club, where relationships are often longstanding, and a high level of personalized service is desired.

INITIAL AREAS OF FOCUS ARE EXPECTED TO BE:

- Work closely with the Board, quickly develop positive relationships with Senior Staff. Establishing a high level of collaboration and maintaining a strong team of department heads is critical. The team is well regarded at present and focus on increasing communications between the entire team and consistent protocols throughout the operation is necessary. Implementing an effective and consistent staff meeting cadence and overall ‘team mission’ will be important, while ensuring “purposefulness” in those meetings and team efforts.

- Develop a talent acquisition, orientation, training, and retention program while modeling an ‘employer of choice’ strategy for longer term success.
- Undertake a thoughtful look at the current operation and provide the Board with a “State of the Club” report with recommendations after the 100 days in this role.
- Plan and execute a strategy to get to know as many members as possible by scheduling a series of ‘by invitation’ focus group sessions. Create and execute a similar series of meetings with all members of the staff to convey the ‘vision’ and expectations further and personally for a continuous evolution of excellence in service delivery and facilities improvement.
- Review and plan where needed the installation of service and experience standards throughout the operation. Focus on learning, listening, and engaging, while at the same time observing the operation, learning where SOPs are needed and/or need to be enhanced throughout each department of the Club.
- Create the process, with the Managing Committee that will result in thoughtful strategic and master plans, including how to ‘educate’ members and staff on the need to do so, along with gaining buy in and support.
- Focus keenly on ensuring that the F&B operation, the area in which many members measure their overall ranking of the operation, to ensure a high level of member satisfaction.

ADDITIONAL CANDIDATE QUALIFICATIONS

- A minimum of 5-7 years of progressive leadership/management experience in an active, family-oriented, private, member-owned club environment is preferred. Non-current GM’s will be considered, but only with verification of work experiences with a quality club and mentor. Non-club industry candidates must be able to portray their knowledge and strengths in working with well-intended and active volunteers in Board and Committee roles in a non-profit dynamic. Preferably, experience in a Southern club operation known for its exceptional service culture.
- Strong general management skills with verifiable strengths in team development, financial performance, recreational amenity management, exceptional quality and consistency of food & beverage programming, outstanding member/guest service programming, strategic planning, renovations and project management, and the ability to consistently define and achieve goals and objectives.
- A network of professionals in a wide range of functional skills and disciplines within the hospitality industry that might benefit FLC.
- A verifiable history of achieving strong and positive net membership engagement within changing member demographics while ensuring strong membership satisfaction levels.
- Passion for the role, with a positive, thoughtful demeanor conducive to a fun, personalized member and staff centric environment. Professionalism in conduct, presentation, dress, communication and ultimately a strong, positive, “tone at the top” style is critically important.
- A strong “bottom up” leader who recognizes and has verifiable demonstrations of his/her development of the team. Encouraging of personal growth to both personally, and professionally benefit FLC.
- A person who can say “no” when appropriate, without alienating members or staff when doing so, and who recognizes the need to train and equip his/her team with strong service recovery skills.

- Possesses strong organizational skills and an obsession with details necessary to achieve high levels of quality, satisfaction, and outstanding member experiences and staff satisfaction and member engagement.
- A charismatic individual with a sense of humor and style that is commensurate with the culture and expectations of a friendly, fun, and supportive membership and team of associates. Ultimately, someone possessing a highly developed and natural ‘gravitas.’

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- Preferably, a college graduate with a bachelor’s degree in Hospitality Management, Business, Finance or similar with above noted experience.
- CCM certification or similar credentials are preferred, yet not required.

CLUB COVID REQUIREMENTS

This club does not require staff to be fully vaccinated as a provision of employment.

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. 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 Forest Lake Club Search Committee clearly articulating your alignment with this role, why you want to be considered for this position at this stage of your career, and why FLC and the Columbia, SC 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 31, 2022. Candidate selections will occur early April with first Interviews expected later that month and second interviews a short time later. The new candidate should assume his/her role in as early as convenient after selection.

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

“Last Name, First Name - Resume” &

“Last Name, First Name - Cover Letter, Forest Lake Club”

(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

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