

## Best Practices in Private Club Governance – Part 1

A CMAA Sponsored Webinar  
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## A Little About Master Club Advisors

- Brief History and Overview of Firm
- General Manager Searches
- Board Leadership Orientations
- Strategic Planning
- Symposiums
- Publications
- Affiliations
- Speaking Assignments

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## Overview of Today's Session

- I Things Club Boards / Owners Want from their General Manager
- II Core Responsibilities of Club Boards / Owners
- III Shared Responsibilities of Leadership
- IV Some Straight Talk About Committees
- V What Makes a Good Club a Great Club

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## I Things Club Boards / Owners Want from their General Manager

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## 1. Core Personal Qualities

Integrity / Character

Personality

Leadership

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## 2. Operational Expertise / Competence

Proven Skills (CCM Competencies)

Asset Management

Cultural Compatibility (with the history, traditions and customs of the club)

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### Six Reason Why General Managers Fail – What Boards and Owners Tell Us

1. Failure to take appropriate disciplinary action and/or replace a non-performer
2. Failure to live within the approved budget
3. Loss of credibility / respect
4. Low morale among the staff or membership
5. Not being “visible enough”
6. “The food isn’t any good”

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### **3. Ability to Attract, Develop and Motivate a Top Staff – to Produce the Desired Results**

Gallup Poll Results

Profile of Today’s Potential Workforce

The Number One Reason Why Members Leave their Club

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### **“The Bottom Line”**

**“Successful General Managers are people who are genuinely compatible with their club’s culture and who truly like making people happy.”**

**“The secret of being a good manager is to keep the people who hate you away from those who are still undecided.”**

**- Yogi Berra**

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### **II Core Responsibilities of a Club Board of Directors**

1. Set Policy. Get out of Operations.
2. Think Strategically.
3. Know YOUR Club.
4. Be Positive and Passionate in your decisions.
5. Know What Makes the Private Club Industry Unique.
6. Evaluate the GM Regularly.

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### **III Shared Responsibilities**

1. Representing the Club in the Community
2. Development of the Strategic Plan
3. Welcoming / Orienting New Members
4. Participating in the Development of an Effective Leadership Team

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### **Club Committees**

- **“We hold these meetings to discuss problems that never would have occurred if we didn’t have so many meetings.”**



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## **Club Committees**

The three most important committees:

- Nominating
- Membership
- Finance

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## **IV Some Straight Talk About Committees**

1. Committees Conceptualize and Advise, Boards Evaluate and Approve, GM's Implement and Manage
2. Job Descriptions and Qualifications for All Committee Members
3. In a "Traditional, Member-Owned" Private Club, the Nominating and Membership Committees are Most Important

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## **V What Makes A Good Club a Great Club**

1. A Clear Mission and Purpose for Being
2. Well-Maintained Facilities
3. A Knowledgeable, Caring and Appreciative Membership
4. A Sense of Tradition and Responsibility

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## **V What Makes A Good Club a Great Club**

5. Top Management and a Personable, Well-Trained Staff
6. An Appropriate Sense of Selectivity
7. Reasonable, Understandable and Fairly Enforced Rules
8. Forward, Creative Thinking Leadership

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## **V What Makes A Good Club a Great Club**

9. Open, Regular Communication Between Members, Leadership and Staff
10. Appropriate Participation in Charitable, Civic and Professional Activities
11. Fiscal Responsibility

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## **Final Thoughts**

- Consistent, competent ethical performance leads to confidence and trust among Boards, Committees, Members and Staff.
- Confidence and trust lead to increased managerial authority and autonomy.
- Increased managerial authority and autonomy increases the likelihood, for most people, of an enjoyable, successful and longer tenure.

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Questions, Comments and Notes

- Thank you very much for attending!
- I may be contacted at:  
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- Visit [www.CliveEndiveOgiveIV.com](http://www.CliveEndiveOgiveIV.com) for information on a very funny and insightful book about private clubs: "*Private Clubs in America and around the World*"

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