



How Many Silos Does Your Operation Have?

Building Leaders, Part I



Freedom and Responsibility within a Framework



Detailing Your Club Operations



Getting Started on Your Club Operations Plan



# My 2022



# Postings

It's Just Common Sense!

Formula for Success

Operational details executed routinely, consistently, the of the entire club on top to bottom focused with like precision on realized member and compelling Remarkable Service

How can employees provide quality service if they are not properly served by the leadership, example, and ongoing support of their managers Ed Rehkopf

Protecting the Integrity of Your Club



The Executive Metrics Report

Romancing Your Members – Member Relationship Management

Private Club Performance Management Leadership on the Go Topical Index

The Foundation of Service



A Leader's Values A leader's values are those bedrock principles that govern the actions by which she gains the trust and loyalty of her followers. Ed Rehkopf, Leadership on the Line - The Workbook

I continue to be so very impressed with the rock-solid depth and breadth of expertise Ed brings to the hospitality industry. I am amazed at the vastness of his meaningful insights.  
Michael Crandal, CNG. AUTHOR: The ABCs of Plutonium Private Club Leadership

# Ed Rehkopf

## PCPM Product Endorsements

“Your website is such a wonderful resource!”

*Eleanor Madsen, Controller, Meridian Valley Country Club*

“I can’t thank you enough for the wealth of info on the website! Everything I have seen so far has been valuable, professional, and timely. Thank you – we’ve needed something like this for a long time. I look forward to reading your blog each week! Keep up the fabulous work!”

*Karen Peterson, Clubhouse Manager, Inglewood Golf Club*

“I cannot tell you how valuable I have found the [Accounting] policies and procedures manual. I was wondering if the Personnel policies manual is also available. We would be very interested in that one, too.”

*Deborah Brumitt, CPA, Controller, Hermitage Country Club*

“The PCPM website is one of the best I have seen. I really do enjoy reading your material and I find your content current, relative and very useful. I really like what you are doing.

I wish you had been around when I started out in this business. These young folks don't realize how ‘blessed’ they are to have such material and resources available.”

*Don E. Vance, CCM*

“I just want to express my sincere thanks for these wonderful ideas you are sharing with us. As a general manager I feel ideas like this make all the difference in our services. Reading this was refreshing and an eye opener to look back and try to become more involved with staff and management.”

*Magid D. Assaleh, General Manager, Willow Creek Golf & Country Club*

“I have to state - your [Private Club Performance Management] is the best 'read' in the industry.”

*Robert D. Pahnke, CCM*

“Big fan of the PCPM site and use it regularly for info and ideas.”

*Jim Callaghan, General Manager, Bothwell Castle Golf Club*

“This article is so interesting and helpful, I have been in hospitality business for a very long time, and I can say with confidence that since I’ve been reading your articles, it helped me to learn so much more and understand the business and management part much better. Thank you for doing a great job and helping us to become better at what we love to do.”

*Robert S. Alimirzaie, Executive Chef/Operations Manager, The Petroleum Club, Bakersfield*

“Please also know I am very much impressed with your efforts related to PCPM and, for an old guy that’s been doing this pretty successfully for over 30 years, I thank you for all you’re doing for those of us in the industry.”

*Paul Skelton, General Manager/Chief Operation Officer, The Country Club at DC Ranch*



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By viewing the following QR codes with a QR Code application on your Smart Phone, you can access the Marketplace Store and the three principal catalogues of products on the site.

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## Introduction

Private clubs face many challenges in attempting to deliver high levels of service to their members. As with any hospitality operation, clubs are detail-intensive and people-intensive. There are many moving parts, thousands of details to be attended to daily by a large and diverse staff. Further, high levels of staff turnover with its attendant training burden are common, as is burnout in the management ranks where long hours, late nights, and frequent weekend and holiday work play havoc with a manager's personal life.

Leaders of a standalone private club must be a master of many disciplines and must constantly attend to a large variety of organizational issues with a typically lean management staff covering long daily and weekly hours of operation. The majority, if not all, of this staff are so fully committed to the press of daily operations that they have little time to reflect upon, assess, and create functional systems to address organizational challenges.

Well-integrated and effective club organizational systems cross interdisciplinary boundaries and require a big picture understanding of operations. In a standalone property with no economies of scale, few organizational resources, and a pressing schedule of operations, who has the time or even the cross-disciplinary knowledge to develop and implement the many interconnected requirements of running a remarkable club?

At the end of a long career in independent and standalone hotels, resorts, and private clubs, I spent time reflecting on the challenges faced while seeking improved methods to overcome these difficulties. After a great deal of professional reading (which I should have done earlier in my career), I arrived at a holistic understanding of how to better operate standalone hospitality enterprises. The overall plan is described in the [Remarkable Service Infrastructure](#), which discusses the necessary disciplines and resources to implement the plan. Over a 15-year period, I wrote hundreds of articles and thousands of pages discussing in detail these necessities.

In February of 2022, I began weekly posts on LinkedIn for leaders of private clubs. This book is a compilation of those postings and includes 46 *Insights and Ideas* blogs, 18 documents, and eight infographics, as well numerous quotes from my various books and articles. The strength of this material is the highly integrated concepts due to a singular understanding and solo authorship. The book is a thought-provoking addition to any private club leader's professional library. The following three comments from the many endorsements received provide ample validation of these claims:

*"I continue to be so very impressed with the rock-solid depth and breadth of expertise Ed brings to the hospitality industry. I personally am amazed at the vastness of meaningful insights he continually provides. I've learned much from Ed – and suggest all hospitality related industry professionals can do the same."*

*Michael Crandal, CNG. AUTHOR: The ABCs of Plutonium Private Club Leadership*

*"I believe that the information you provide is worth whatever you charge. I look forward to using your teachings in my organization."*

*Ben Chavarria, CEO / GM, The Golf Club at Stone Bridge and Olde Oaks Golf Club*

*"I believe that you could provide us with a lot of materials that would help us in our quest to turn our club around. I love all your materials and believe that they all have merit towards running a successful club!!!"*

*Philippa Gebbie, GM, Canggu Club, Bali, Indonesia*

*Ed Rehkopf, December 2022*



### Is There a Higher Calling for Club Managers? (posted May 10, 2022)

Years ago, a hospitality consultant told me his job was the easiest in the world. When the owners of a troubled property came to him for help, he said all he had to do was to find a competent general manager to turn the operation around. And certainly, we all recognize the impact that competent management can make – better leadership, strong focus and initiative, improved service levels, and enhanced performance. Yet, as a private club manager, if your contribution to your board and members is competency alone, there is much more you can do.

A common situation in standalone club operations is what I call the “cult of competency,” though bestselling author Jim Collins (*Good to Great - Why Some Companies Make the Leap . . . and Others Don't*) might term it, “good is the enemy of great.” Boards and members are so thrilled to have competent management, especially if they’ve had a revolving door of weak managers, that they don’t expect or get a manager focused on “legacy” achievements – that is, a club operation organized around well-defined and documented systems instead of force of personality and will.

Let me be clear. When an operation’s success is founded on individual competency, its success is built upon what should be considered “unacceptable risks.” What happens when the competent manager moves on to a more prestigious club, moves by geographical preference, retires, goes back to school, or decides on a career change?

When an operation without deeply ingrained organizational systems or “disciplines of success” at all levels of the operation loses its competent manager, it risks quite literally falling apart until a new competent general manager is found – and often this is not easily nor quickly done.

The alternative to this all-too-familiar scenario of competency loss is to hire a general manager who is focused on long-term, legacy solutions. But what do we mean by legacy solutions? They are the deeply entrenched management systems and disciplines that result in consistently efficient and high-performing operations, whose longevity and success is not based on the individual, but rather on organizational habit. Such habit includes:

- Consistent Service-Based Leadership throughout the organization
- Well-defined and continually reinforced organizational values
- An operations plan made up of well-defined standards, policies, and procedures for human resources, accounting, and all operating departments



- Coaching and professional development of subordinate managers
- Use of measurable accountabilities for all management positions
- A discipline of planning and review
- Thorough benchmarking of operations
- Continual process improvement
- A well-defined and executed member relationship management plan
- Financial disciplines, consistently applied
- Disciplined hiring and formal training programs for managers and all line positions

What then is the difference between a competent and legacy manager? A general manager's strong commitment to leave the operation poised for continued success when he or she departs.

Club boards and executive search consultants put tremendous time and effort into finding competent managers for organizations and clients. I would argue that they go beyond competency and find those rare general managers who recognize the higher calling of providing legacy leadership.

A final point: Jim Collins, in his ground-breaking book *Good to Great*, found that every Good to Great company in his study had Level 5 Leaders. One of the key points about Level 5 Leadership was that they "set up their successors for even greater success in the next generation." The leaders of the comparison companies (the ones that did not achieve or maintain greatness) wittingly or unwittingly set up their successors for failure. While comparison leaders achieved some measure of success by virtue of competency and force of will, the companies they led were incapable of sustaining success long term. On the other hand, the Level 5 Leaders provided more than just competency; they were legacy leaders – and left a legacy of greatness!

### ***Employee Recognition of Empowerment***

While employee empowerment may be seen as a desirable practice by management, it ultimately comes about only with the recognition by employees that they are empowered. This means that the focus of leaders must not be on what employees are doing to achieve empowerment, but what they themselves are doing to promote and enable it.

*Leadership on the Line – The Workbook*

**Private Club Performance Management**





### Consistency is Key to Quality and Service (posted May 31, 2022)

When it comes to quality and service some clubs are consistently awesome, a few are consistently awful, and most are consistently inconsistent. While there may be many factors that contribute to the comparative performance of clubs, a major underlying difference is consistency or lack thereof in the details of their operations.

As I progressed through my hospitality career, I often heard the time-worn remark that while fast food operations don't provide their customers with the highest quality of product and service; they build their success on providing a consistent product.

Private clubs aim higher for their members – the elite and affluent members of a community who pay a significant amount to belong and enjoy the ambience and personalized service of a club. Yet simply because a club offers more impressive surroundings, higher quality amenities, and a more upscale menu doesn't mean that members don't have a reasonable expectation of consistency whenever they come to their club.

But in contrasting clubs, which are often standalone operations with limited resources and no economies of scale, with a McDonalds or a Chick-fil-A with their significant corporate resources is an unfair comparison. This doesn't mean that clubs should not aspire to consistency of operations, but it does mean that clubs must make a concerted effort to institutionalize consistency in all areas, particularly in its relationship with members.

Here are major aspect of club operations where consistency is critical:

**Leadership.** How your management team interacts with employees is critical to their commitment, performance, and engagement with members. Without a consistent conception and application of leadership at all levels of the operation, the quality and service you provide will be as inconsistent as the leadership styles of each manager and supervisor. [Leadership on the Line and Leadership on the Line – The Workbook](#) spell out in detail the principles of Service-Based Leadership and are a great foundation for consistent quality and service.

**An Overarching Game Plan.** Every endeavor demands a plan to be successful. Without a written plan to guide various departments in the execution of their missions, inconsistencies will abound. The [Remarkable Service Infrastructure](#) (see Appendix A – Remarkable Service Infrastructure Infographic) is a good starting point in developing your specific game plan.

**Organizational Values and Culture of Service.** The values your club holds dear and the manner it interacts with members, employees, and the community at large is crucial to its success. As with any nuanced interaction



with others, these must be well-defined, taught, and modeled to ensure consistent understanding and application. [Organizational Values on the Go](#) can help you define your own values and culture of service.

**Organizational and Operational Standards, Policies, and Procedures (SPPs).** How can you possibly determine what employees should be trained to know and do if you have not defined your standards, policies, and procedures? See [Club Accounting Standards, Policies, and Procedures](#) and [Club Personnel Standards, Policies, and Procedures](#); there is no better starting point to prepare your club's customized [Club Operations Plan](#) than these two critical areas.

**Management Disciplines.** In his groundbreaking book, *Good to Great: Why Some Companies Make the Leap . . . and Others Don't*, Jim Collins said, "Much of the answer to the question of 'good to great' lies in the discipline to do whatever it takes to become the best within carefully selected arenas and then seek continual improvement in these. It's really just that simple." Without disciplined managers at every level of the organization executing best practice management disciplines, a club will never achieve consistency of operations or greatness. *Management Disciplines on the Go* provides an easy-to-use orientation and ongoing reminders of these important concepts for your management team.

**Member Relations.** A club's membership is its lifeblood. How the club interacts with its members in all its areas of engagement will determine the memberships' commitment to and use of club facilities. This is an area that cannot be left to serendipity. To be consistent in how members are engaged and treated, the club must have a comprehensive [Member Relationship Management Plan](#) and all employees must be trained in its requirements (see Appendix C – Member Relationship Management Plan Infographic).

**Managerial and Employee Training.** If employees are to perform with consistency, all staff, including managers, must be trained in all aspects of their positions and responsibilities, most particularly in the details of service and service delivery. Read *Comprehensive Club Training – Meeting the Promise of Quality and Service* for a broad list of training necessities.

**Employee Empowerment.** John Tschohl said, "Without empowerment, an organization will never be a service leader. Empowerment is the most critical skill an employee can master, and a company can drive in order to lure and keep customers." Creating employee empowerment requires leadership, planning, and training. Consistent empowerment training across all service delivery areas will transform both employee morale and member satisfaction. Read [The Power of Employee Empowerment](#) for a greater understanding of this revolutionary means of service.

**Planning, Execution, and Review.** The operational efforts of the club are encompassed in the ongoing process of planning, execution, and review. When addressed and executed in a disciplined manner, this process can streamline your operation while infusing it with consistency. Any club task that will be repeated (and this means 99.9% of everything you do) can be examined for ways to make it more efficient or replicated with greater ease. This discipline leads naturally into the following one.

**Continual Process Improvement.** Refer again to the quote from Jim Collins under Management Disciplines above, ". . . and then seek continual improvement in these." In the effort to continually improve, a major and continuing focus should be on improving the consistency of the club's quality and service, as well as the conception and delivery of compelling member activities programming.

**Accountability.** Everything we've talked about above to improve consistency of quality and service means nothing without accountability. Without leadership, the "will to make it happen," and strict accountability for results, running a high quality club can be an exercise in futility.

Having discussed the major areas requiring consistency, you must understand that the way to build a high performing, consistent operation is not unknown, but at the same time, there is nothing easy about the effort that



### **Anything Less is Just B.S. (posted July 18, 2022)**

Sure, knowledge and technique are important aspects of service, but without sincerity any attempt at service is just a load of you know what.

Most people have a well-calibrated sense of phoniness and quickly pick up on any attempt to be “snowed” or “conned.” What makes this so critical during service situations is that insincerity destroys the trust that underlies every human engagement. A genuine person exudes a sense of helpfulness and desire to be of service, while a lack of sincerity gives a definite perception of ulterior motive, pretense, and just going through the motions.

Most of us have experienced this at one time or another. What stands out most in my mind is the restaurant server who drips kindness and concern, but whose only motivation is to extract the largest tip possible from our encounter. “Oily” and “smarmy” are two words that come to mind when I recollect such experiences. While I am happily prone to reward warm, friendly, helpful, and sincere servers with a generous tip, I’m less inclined to do so when I sense the service was insincere.

From the other side of the coin, I recall my own days of waiting tables and listening to some servers complaining bitterly about being “stiffed” by tables they served. The restaurant manager’s response to these complaints has long resonated with me, “Stop obsessing about the tip and just focus on the quality of your service.”

Sincerity is defined as “The quality or state of being sincere; honesty of mind or intention; freedom from simulation, hypocrisy, disguise, or false pretense.” It’s a good bet that you can’t teach sincerity to a person who is not authentic. While clubs typically make great effort to hire those with a genuine service attitude, all employees can benefit from training that stresses and reinforces sincerity in their service teams by:

- Discussing the meaning and purpose of service and the important role of providing assistance to members and co-workers alike.
- Stressing the critical importance of sincerity in every service situation.
- Creating and reinforcing a strong culture of service through well-defined [organizational values](#).
- As managers and leaders, setting an unimpeachable example of service in all your dealings with members and employees. The sincerity of your example will be far more effective than anything you can say to them.



- Organizing work areas and work practices to reduce chaos. Employees are more disposed to sincere good cheer when not under the duress of a chaotic work environment.
- Providing service etiquette training for the expectations of a private club environment, focusing on sincerity and the appropriate behaviors of key “touch points” with members.
- Ensuring your service employees understand the importance of body language and tone of voice in conveying the appropriate attitude of service.
- Discussing the rules of engagement for member service interactions.
- Reviewing the concept of mental environments for various areas of the club.
- Reminding employees of all of the above on a continuing basis. [\*Service on the Go\*](#) is a great tool for training and reminding.

The gist of the above training is the recognition that while some employees are inherently sincere in their dealings with others, some will need help, and all will certainly benefit from the conscious effort to make sincerity a central standard of every service situation.

### ***Handshakes and High Fives***

A simple yet effective way of cementing work relationships is to shake employees’ hands. Politicians understand the value of “pressing the flesh.” A variation on this traditional practice is the “high five” used by athletes or the more recent Covid-inspired “fist bump.” Psychologically, this touching of others establishes contact and rapport. While gratuitously touching employees is inappropriate, the hand-shake is an accepted sign of recognition and respect.

A hearty handshake of greeting each day, as well as using the opportunity at the end of the work shift to thank employees for their efforts, is a marvelously simple way of establishing a bond with your employees. As with any other symbol of relationship, the handshake must be sincere, open, and direct. There can be no question of ulterior motive, only good fellowship and cheer. Phoniness is evident to everyone.

*Leadership on the Line*

**Private Club Performance Management**



### Performance Accountability (posted August 22, 2022)

The greatest failure in performance management in any enterprise is the failure to hold managers accountable for their performance. Many private club operations do an inadequate job of establishing and ensuring accountability. This failure is crippling to the long-term health and viability of the club. Here are some steps to help measure performance and hold managers accountable:

- **Expectations.** People cannot be held to a performance standard without clearly defined expectations. By design, job descriptions provide a synopsis of duties, but do not delve into sufficient detail for managerial and supervisory expectations. [\*What I Expect from Our Club Management Team\*](#) provides a well-rounded explication for club department head positions.
- **Managerial Training.** No two individuals will have the same background, experience, **and** understanding of expectations even after they've been spelled out. To ensure comprehension, expectations must be backed with consistent training and ongoing review of the wide range of knowledge and skills. These topics include the club's foundational documents, leadership, organizational values, accounting, human resources, management disciplines, employee development and discipline, and other necessities of proficient management.
- **Annual Work Plans.** Each department head must prepare a work plan spelling out goals, proposed accomplishments, and timelines for completion of each item. It's always a good idea to involve managers in preparing their own work plans though these must be based upon guidelines from the general manager. While a manager's work plan buy-in is important to his or her commitment, plans must meet the requirements of the board and general manager.
- **Zero-Based Budgeting.** To hold managers of profit or cost centers accountable for meeting budgets, they must participate in developing their own zero-based budgets. A top-down, unrealistic budget will defeat a manager from the get-go, but "softball" budgets cannot be accepted either.

Zero-based budgeting is distinct from the common practice of taking last year's operating results and adding a percentage inflationary increase, thereby incorporating last year's operating inefficiencies and plan requirements into the financial plan for the coming year. This budgeting method merely compounds erroneous and often "fat" budgets year after year.

The best way to zero-based budget is to use # of transactions/average sale and # of hours/average hourly wage benchmarks to build the revenue and payroll components of the budget. Not only do these



historical metrics make for more accurate budgets but ongoing analysis of these benchmarks makes for better understanding of shortfalls in revenue or overages in payroll costs.

- **Benchmarking.** All departments must be benchmarked in detail – at minimum, revenues, cost of goods, payroll, and other operating expenses should be benchmarked monthly. These and other benchmarks are the most objective measures for holding managers accountable. Coincidentally, doing so also makes for much easier and more accurate budgeting in succeeding years.
- **Real Time Accounting/Tools to Beat Budget.** When managers with bottom line responsibility use the Tools to Beat Budget program to track their revenues and expenses in real time, they exercise greater control over their budget and financial performance. Properly maintaining a Tools to Beat Budget binder provides all the information necessary for in-depth monthly reviews of performance by the general manager and other interested parties.
- **Monthly Review of Financial Statements.** The general manager should hold a series of monthly meetings with the club controller and individual department heads to review progress on work plans, actual to budget performance, benchmarks, and efforts to correct operational and performance deficiencies. These meetings permit ongoing review and course corrections as necessary. Not only do these meetings provide ongoing review of departmental operations, but by continuing analysis they also sharpen the financial and business acumen of the management team, individually and collectively.
- **Routine Departmental Inspections.** Use routine inspections with a standardized checklist to randomly inspect all operating areas on an ongoing basis. Such inspections should monitor cleanliness, order, maintenance, safety, security, and other signs of organized and efficient operations. Such inspections when standardized, scored, and benchmarked provide an ongoing measure of these operational basics.
- **Performance Reviews.** Base periodic performance reviews for each manager on specific accomplishments and meeting well-defined performance measures. Meaningful reviews are directly dependent upon the effort put into defining expectations, establishing specific work plans, and creating objective measures for accomplishment and performance. While it takes some effort to set up a system of objective measures, the rewards for doing so are immense and well worth the effort.

Unless a general manager does everything herself, she must rely on the efforts and performance of her subordinate managers. But without measurable accountabilities she has no real means to drive her agenda, performance, and operational initiatives. When department heads aren't held accountable, only the general manager will be.

### Recommended Reading and Resources

Professional Development:

- [Performance Management - An Essential Discipline of Success](#)
- [Annual Budgeting Disciplines - An Essential Element of Performance Management](#)

Operational Resources:

- [Expectations, Work Planning, and Performance Reviews](#)
- [Tools to Beat Budget – Real Time Accounting](#)
- [Club Benchmarking Resources](#)
- [Leadership on the Line and The Workbook](#)



### **Report This!**

Some years ago, while I was discussing the benefits of benchmarking with a club general manager, he surprised me by saying that he “didn’t like reports.” I was so stunned by this admission that I never did discover his objection – whether he didn’t like preparing them for his superiors or didn’t like getting and reading them from subordinates. Either way it seemed to me that he was unnecessarily limiting the flow of information and blinding himself to the details of his operation.

Let me digress for a moment to imagine a pilot of a commercial airliner in the cockpit of her plane. At any moment of the flight from pre-flight preparation, take off, cruising to destination, to approach and landing, she has a host of dials, gauges, and indicators that keep her informed of the status of all operating systems and external factors affecting the plane – such as altitude readings, fuel levels, engine oil pressure, status of hydraulic systems, radar signals, navigation beacons, and so on. The pilot, by monitoring this array of displays, assures herself that the plane’s performance is within desired parameters. If something is amiss, alarms will immediately notify her of problems needing her attention, to take the appropriate action to assure the safety of plane and passengers.

It may be argued that club operations are just as complex with thousands of details that must be attended to daily (though without the serious safety implications). Yet the person with overall responsibility for operations – the general manager – has limited mechanisms to report on the health and vitality of the club in anything approaching real time. In some operations the only indicator of developing problems is the monthly financial statement that becomes available weeks later. Even then, the summary information in the operating statement provides only a limited assessment of performance.

Modern point of sale and property management software systems have come a long way in providing the underlying detail of the operations with “drill-down” capabilities and custom reporting, yet how many general managers avail themselves of this trove of information or make a formal effort to analyze the detail in the longer-term context of goals and budgets?

This brings me back again to reports. A discipline of formal reporting can and does provide a means of monitoring specific information on a regular basis. As such, reports are an important mechanism for the general manager, as well as department heads, to monitor performance in a timely and efficient way. For the department head tasked with preparing the report, it is a disciplined means of focusing on the important details of departmental operations while creating a record of ongoing initiatives, progress toward goals, and departmental performance. Once established, the discipline of routine periodic reports is the best way for a subordinate manager to influence the boss’s perceptions about her performance.



For the general manager, regular reporting of key information from department heads is the optimal way to monitor departmental performance with the least investment of time. Instead of personally digging into the details of the operation, the general manager can review periodic reports and benchmarks and focus time and attention on out-of-line numbers. Also, by putting the responsibility on the department heads to monitor and report key data, they are in the position of primary discovery, allowing them to formulate solutions or initiatives to correct operational deficiencies, as opposed to putting that burden on the general manager. Lastly, by establishing such a reporting discipline, the general manager is providing a critical lesson to subordinate managers that they are responsible for the performance of their departments, must pay close attention to the details of their operation, and are responsible for managing the boss's perceptions of their performance by providing timely and accurate data, analyzing information, and drawing conclusions regarding operational trends.

So, what kind of reports do I like to see? Here are some of my requirements:

- **Informal daily P&Ls** from the operation's most important revenue generators – accommodations, food and beverage, and golf operations. These “dailies” show key revenues by category, estimated cost of goods sold based on historical percentages, actual labor cost, and estimated other operating expenses based on historical levels. The importance of the daily report is that it pinpoints the absolute importance of revenue generation and the impact of labor on the department's bottom line. Paying close attention of the daily contribution to the monthly performance focuses the department head on ways to augment sales while controlling labor cost.
- **Weekly Revenue Report** prepared by the controller. This report shows key revenues, as well as the key underlying volume and average sale benchmarks, by day of week and summarized for the week and compares them to a year-to-date budget target. Such a report provides a clear week-by-week record of the flow of revenues and details revenue surpluses or shortfalls by department. The weekly period is important in that it is the basic recurring cycle of club operations, and therefore, a fundamental means for benchmarking comparable data.
- **Pay Period Summary Report** prepared by the controller that details payroll hours by category (regular, overtime, holiday, vacation, and sick time) and cost by department and for the operation as a whole. This report also includes the key benchmarks of average hourly wage by department which is helpful in establishing payroll budgets for future periods.
- **Monthly Benchmarking Reports** by department. Key departmental benchmarks provide important details about operational performance. Prepared by department heads, they not only provide the general manager with underlying detail, but they also ensure that department heads are paying attention to these numbers.
- **Monthly Executive Metrics Report** summarizing key benchmarks prepared by the controller and provided to all recipients of the enterprise's financial statements. An excellent way to keep leaders and decision makers informed of key data underlying the operation's performance.
- **Monthly Personnel Report** prepared by the HR Manager providing employee counts by department by employment category (full time, part time, and seasonal), summarizing key personnel actions (hiring, terminations, and discharges for cause) and the employee turnover rate by department and for the club as a whole. This report will quickly pinpoint departments with potential leadership and morale issues as evidenced by high levels of turnover.





## Service on the Go

### #16

### *Respect and the Ultimate Value of People*

# Teachable Moments

It is natural to show respect for those who employ you and whose continued patronage and goodwill provide your job and income. Demonstrating this respect in all you do and say is at the heart of etiquette and good manners.

You show respect for others by how you treat them, the manner in which you approach them, and the common courtesies you extend to them.

It is just as important to show respect for your fellow workers. Like you, they work hard toward the common goal of providing outstanding service to members and guests. Your cooperation and timely assistance when needed demonstrates your respect and concern for your team members.

While every person is an individual, unique in background, experience, and education, the great majority have a common set of needs as they negotiate their lives. They:

- Wish to be treated well, with dignity and respect.
- Want value for their labor given or money spent, in other words, they don't want to feel cheated.
- Want to know what's going on and appreciate timely and accurate information that affects them.
- Prefer to trust and be trusted.
- Appreciate kindness and generosity of spirit, especially when unexpected.
- Recognize someone who is principled and whose words and actions are grounded in values.
- Want to be recognized for who they are, not lumped into some great unknown, and often unnoticed, mass.

While this may seem obvious to all, experience has clearly confirmed that many people are so wrapped up in their own issues and drama they seem oblivious to those around them. Experience has also shown that when you begin to focus outward on others instead of inward on yourself, all manner of positive things come into your life, not the least of which is the good feeling you get while helping and serving others.

**Discussion Points:** Discuss the importance of treating others with respect and likewise being treated with respect yourself. How does it feel to be "disrespected"? Why is showing respect particularly important in service environments and in building successful teams? Why is recognizing the ultimate value of people so important in everything you do?

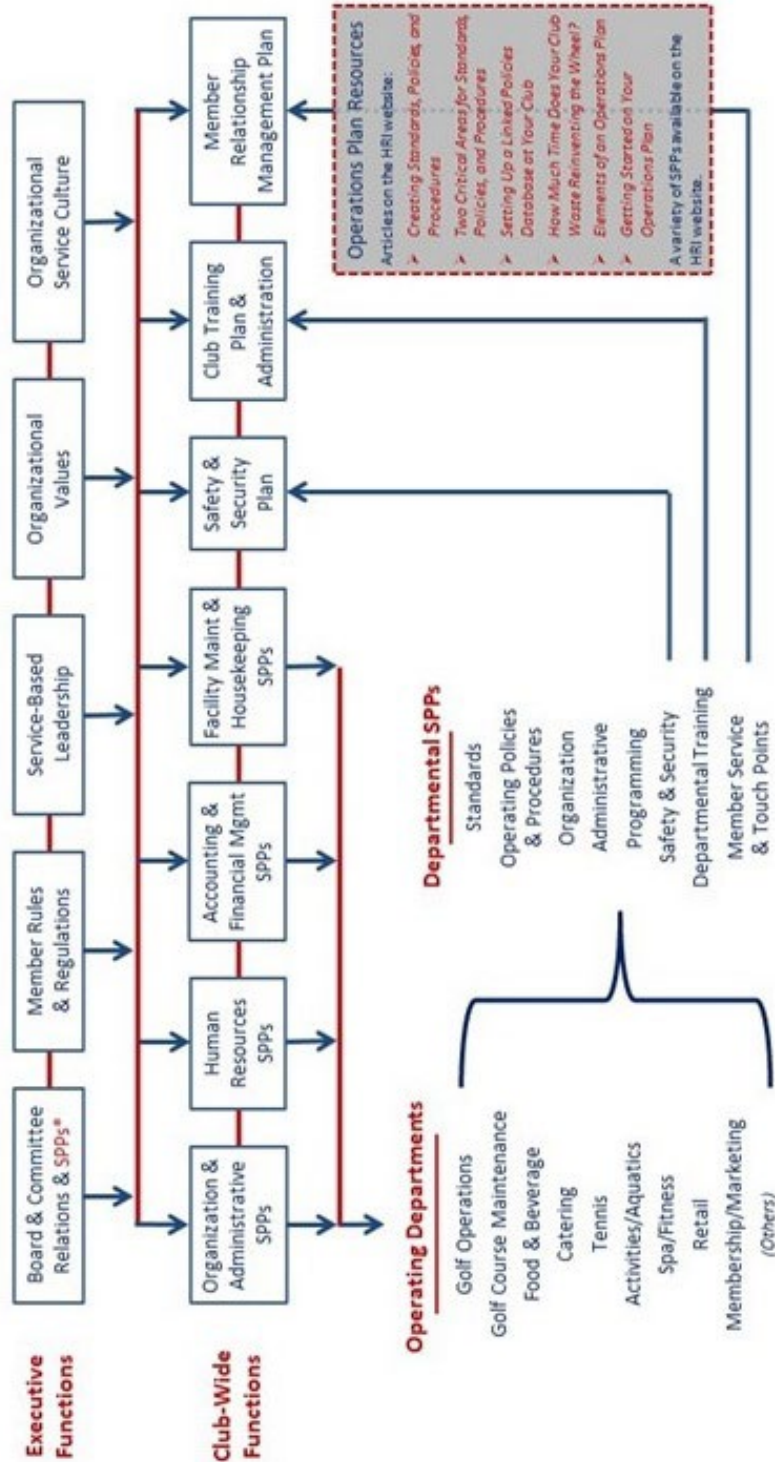
**Take Away:** People always matter – no matter where they are found or what they are engaged in.



Appendix B – Club Operations Plan Infographic

# Elements of a Club Operations Plan

A club operations plan is the fully-integrated and detailed description of the organizational structure, systems, and processes that enable the multiple operating departments of the club to deliver a seamless, consistent, and high quality private club experience to its members.



Preparing a club operations plan is the most important thing you can do to ensure consistency in your operations while establishing the specific training materials that will bring your club to a high state of quality and service. But an operations plan is no easy thing to create as you can see from the complexity and detail of the included materials in the diagram above. Yet this diagram can also serve as the roadmap to help you design your plan, particularly when you realize that you don't have to develop everything at once and the basic building blocks of an operations plan are the individual Standards, Policies, and Procedures (SPPs).

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