

CMAA Management to Leadership Model

The general manager at a club has a wide range of responsibilities and authority that all factor into his/her success at the club. The management model that we have accepted and by which we have defined ourselves is shifting. It's time to introduce and embrace a more accurate and timely model to reflect the industry today.

The Model

The new model — **Management to Leadership** — is based upon the theory that general managers/COOs are responsible for three major areas: Operations, Assets/Investments and Club Culture. This construct more accurately expresses today's general manager/COO as the professional responsible for the multiple facets of club operations, as well as managing the club's assets/investments and culture. It is a continuum of constant building and honing of skills and competencies.

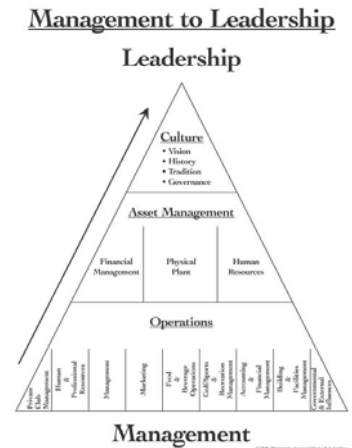
The foundation of the model is the successful management of club "Operations." The components of this foundation are already defined by CMAA as the core competencies of a general manager/COO:

- Private Club Management;
- Food and Beverage Operations;
- Accounting and Financial Management;
- Human and Professional Resources;
- Management;
- Marketing;
- Golf/Sports and Recreation Management;
- Building and Facilities Management; and
- External and Governmental Influences
- Interpersonal Skills

The second tier of the model is mastering the skills of "Asset/Investment Management." Today's general manager/COO must be able to manage the physical property, the financial well-being and the human resources of the club. These facets of the manager's responsibility are equally as important as managing the operations of the club.

The third and final tier of the new model is preserving and fostering the "Culture" of the club. The culture of the club can be defined as the club's traditions, history and vision. Many managers intrinsically perform this function; however, it is an often overlooked and underdeveloped quality.

This model of leadership is embodied into all of CMAA's BMI programs. Learning to be a leader and incorporating the specific tenets of this model into your professional style will increase your effectiveness as a true asset to your club.



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Points to Ponder

- When you tell people what you do for a living, what is their immediate perception? Do you want to change or enhance that perception?
- How does today's manager reconcile the competing dynamics of the role of the general manager with those of the golf professional, golf course superintendent and clubhouse manager?
- Is every manager cut out for managing in this fashion?
- Is your club culture ready for this type of leadership?

Source: The Club Managers Association of America CMAA, 2003, <http://www.cmaa.org/mgmt2ldr/index.htm>