

“How to Become a Great Club”

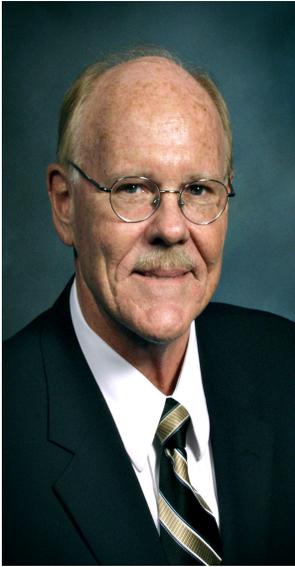
Good is the enemy of great. This is the title of the first chapter of Jim Collin's best selling book Good to Great. So where does the club industry stand in the battle between being good or really great?

The progress within our industry in the last decades has been impressive. Private clubs today are offering more and better services to their members than ever before. Clubs have more impressive facilities and are better managed. Club employees are more educated and better trained. The recipients of these improvements have been the millions of members who have made clubs an important part of their lifestyle. The industry continues to prosper even when confronted with the economic turmoil that has disrupted many other industries in an uncertain economy.

The driving force that has been instrumental to this progress has been a well-trained management team centered on the GM/COO. Professional associations, led by CMAA have been the driving forces in providing the training and resources necessary for this progress. There is, however, one key group within clubs that still controls the potential success or failure of the organization. This is the group of unpaid, volunteer leaders that are elected, or appointed, to govern the club. The GM/COO can only have a maximum positive impact if he or she is supported by an effective and informed group of volunteer officers and directors.

To that end CMAA, through Premier Club Services, has provided a new tool to educate and inform officers and directors regarding their role in effective club governance. The Director's Guide for Understanding Club Governance, the Governance Checklist and the Board Resource Manual are resources designed specifically for club boards. The GUIDE is an informative review of the best practices in club governance. The CHECKLIST can be used by club boards to complete their own self-evaluation. The RESOURCE MANUAL is provided as a means to complete a total orientation of new club leaders.

A club can only move from good to great if it has a great system of governance. Club management has made tremendous strides due to the fact that they have embraced education and training as the path to progress. The movement from good to great will be facilitated further by developing informed leaders who understand the uniqueness of our industry. As the GM/COO it is your job to help in this process. We encourage all managers to take advantage of these new tools. The effective could be more than good, it could be great.



Jerry N. McCoy, MCM, is the President of Clubwise, LLC, a consulting firm specializing in strategic planning, master planning, operational audits and governance issues. He is the author of The Director's Guide for Understanding Club Governance, The Governance Checklist and The Board Resource Manual all of which are publications of CMAA's Premier Club Services®, the new Strategic Management Handbook for private clubs and is an extensive contributor to the new CMAA Facilities and Amenities Texts Volume I & II which are available through Bookmart. He can be reached at www.clubwiseconsulting.com or CMAAMCM@msn.com