



**CLUB
MANAGEMENT
ASSOCIATION
OF AMERICA**

NAVIGATING CHANGE

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**GOLF
MANAGER'S
ASSOCIATION**
of New Zealand (Inc.)



CHANGE IN CLUBS

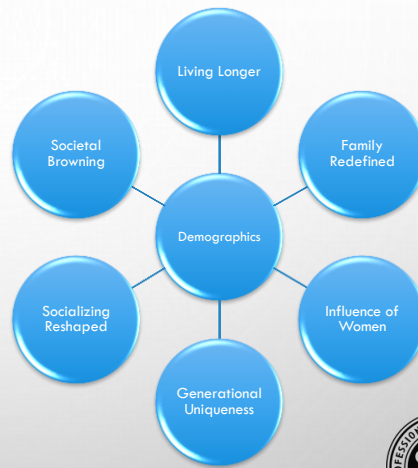
- DEMOGRAPHICS
- WORKFORCE & WORKPLACE
- SOCIETY & POLITICS
- ECONOMIC IMPACT
- EVOLVING CLUB COMPONENTS
- TECHNOLOGY INFLUENCERS



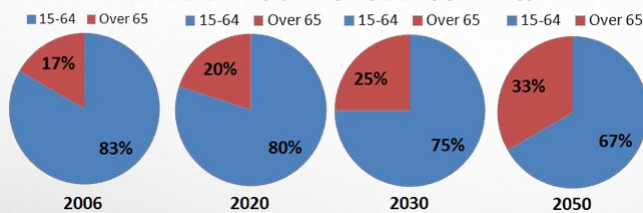

CHANGE IN CLUBS

Demographics

- ✓ Living Longer
- ✓ Family (Redefined)
- ✓ Influence of Women
- ✓ Generational Uniqueness
- ✓ Socializing Reshaped
- ✓ Societal Browning



NEW ZEALAND'S CHANGING DEMOGRAPHICS



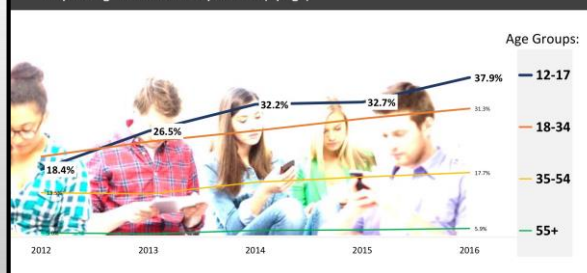
WOMEN



Millennials are twice as likely
to be seeking child-centered club activities.



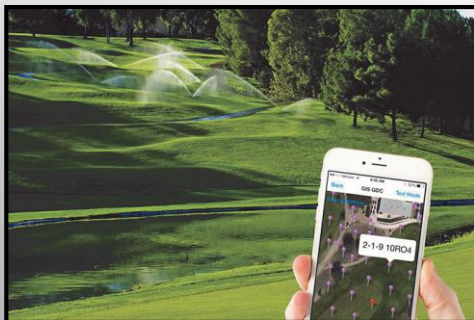
% Spending "Most of the Day" Online (by age)



CHANGE IN CLUBS

Workforce & Workplace

- ✓ Generational Differences
- ✓ Next-Gen Professionals
- ✓ Diversity & Inclusion
- ✓ Redefining Work
- ✓ Automation
- ✓ Specialized Positions



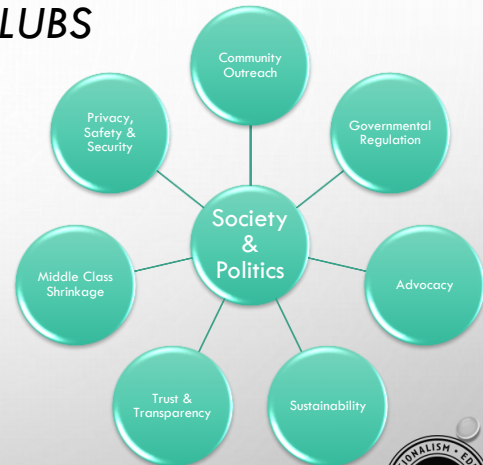
POINTS OF FRICTION

	Traditionalists	Boomers	Generation X	Millennials
Work Culture	Conservative	Warm, Friendly	Informal	Collaborative, Positive
Work Ethic	Dedicated	Driven	Balance	Ambitious
Organizational Hierarchy	Top Down	Flat	Flat	Holacracy
Technology	Adapted	Acquired	Assimilated	Integral
Managing Change	Don't adapt well	Don't enjoy	Adapt well	Enjoy
Respect	Given	Earned	Earned	Expected

CHANGE IN CLUBS

Society & Politics

- ✓ Community Outreach
- ✓ Governmental Regulation
- ✓ Advocacy
- ✓ Sustainability
- ✓ Trust & Transparency
- ✓ Middle Class Shrinkage
- ✓ Privacy, Safety & Security



Survey Finds 74% of Private Clubs Pursue Sustainability

By Brandi Shaffer | April 25th, 2017

Share this article: [in](#) [f](#) [t](#)

The Environmental Behaviors & Practices survey, conducted by the McMahon Group, found that 85% of private clubs use environmentally safe products on their golf courses, 78% have reduced the amount of water they use on all golf property, and 75% use more recycled materials than in the past.



Face Recognition



Behavior Biometrics



CHANGE IN CLUBS

Economic Impact

- ✓ Club Competition
- ✓ Initiation Fees
- ✓ Generational Economics
- ✓ Fee for Service

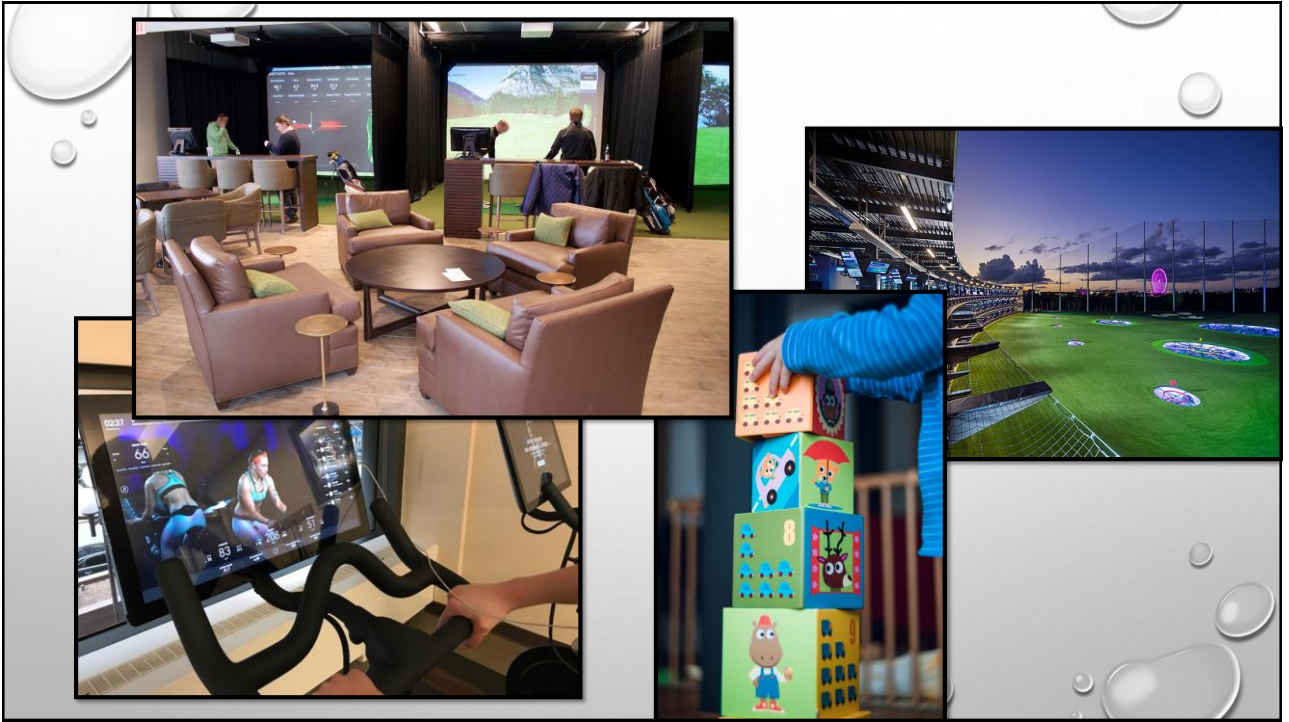


CHANGE IN CLUBS

Evolving Club Components

- ✓ Leadership & Governance
- ✓ Golf On vs. Off
- ✓ Sports & Recreation
- ✓ Food & Beverage
- ✓ Classes
- ✓ The Retail Experience
- ✓ Wellness

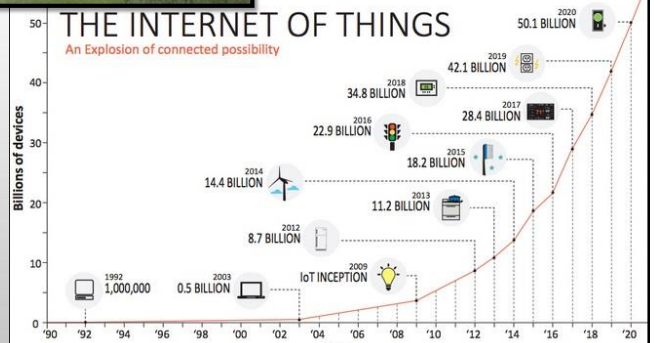
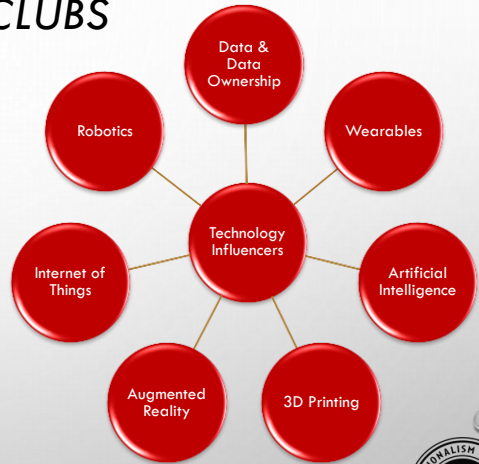




CHANGE IN CLUBS

Technology Influencers

- ✓ Data & Data Ownership
- ✓ Wearables
- ✓ Artificial Intelligence
- ✓ 3D Printing
- ✓ Augmented Reality
- ✓ Internet of Things
- ✓ Robotics





GOLF IS CHANGING
CLUBS ARE CHANGING
ARE YOU READY TO LEAD CHANGE
AT YOUR FACILITY?

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CHANGE IS HARD

70% of change
efforts fail.



ACCELERATING CHANGE

Based on the work of
JOHN P. KOTTER



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Change Requires Leadership *and* Management

MANAGEMENT

- Planning and budgeting
- Organizing and staffing
- Controlling and problem solving

LEADERSHIP

- Establishing direction
- Aligning people
- Motivating and inspiring

PRODUCES



The larger the change, the more leadership is required.



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Becoming a Club Change Leader

Clubs need many more change leaders.

- Leaders exist at every level.
- Leadership is a choice.
- Change begins one leader at a time.

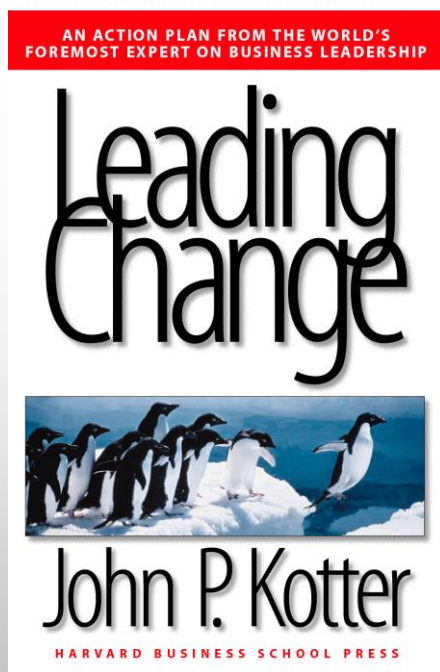
We must:

- Model the change.
- Talk and educate about change.
- Don't force the change upon others.



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KOTTER'S EIGHT STEP MODEL

- In "Leading Change" (1996), Dr. John Kotter outlined an **8-Stage Process to Creating Major Change**:



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ACCELERATING CHANGE

STEP 1

ESTABLISH OUR
SENSE OF URGENCY

AN ACTION PLAN FROM THE WORLD'S
FOREMOST EXPERT ON BUSINESS LEADERSHIP

Leading Change



John P. Kotter
HARVARD BUSINESS SCHOOL PRESS



And the urgency must be real!

STEP 1

ESTABLISH OUR SENSE OF URGENCY

Truly urgent behavior is:

- Focused externally on important issues
- Alert, fast-moving
- Relentless
- Continuously purging irrelevant activities to make time for important ones, and to prevent burnout



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STEP 1

ESTABLISH OUR SENSE OF URGENCY

**Complacency and
false urgency
kill change.**



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STEP 1

ESTABLISH OUR SENSE OF URGENCY

Recognize Complacency

- Do we delegate critical issues to consultants or die in club committees or task forces?
- Do we refuse to confront the bureaucracy and politics that slow down important initiatives?
- Are our discussions too inwardly focused and not enough about changing member desires, changing future member expectations, changing culture, club competitors, and the like?



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STEP 1

ESTABLISH OUR SENSE OF URGENCY

Tactics for building *true* urgency:

- Bring outside reality in.
- Behave with urgency every day.
- Find opportunity in crisis.
- Communicate!



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STEP 1

ESTABLISH OUR SENSE OF URGENCY

What are we urgent about in our clubs? What is changing?

- Member Expectations?
- Generational Differences?
- Technology?
- What else in the 37 or otherwise?



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STEP 2

CREATE OUR GUIDING COALITION



AN ACTION PLAN FROM THE WORLD'S
FOREMOST EXPERT ON BUSINESS LEADERSHIP

Leading
Change



John P. Kotter

HARVARD BUSINESS SCHOOL PRESS



STEP 2

CREATE OUR GUIDING COALITION

A guiding coalition must have three things:

1. A shared objective
2. Trust
3. The right people—power, expertise, credibility

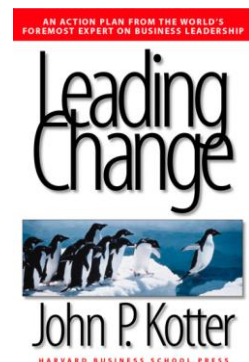
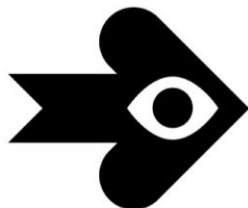


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STEP 3

DEVELOP OUR CHANGE VISION



ACCELERATING CHANGE

STEP 3

**A vision inspires
people to take action.**



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STEP 3

DEVELOP OUR CHANGE VISION

**Six things that make a vision
effective:**

1. Is bold but **achievable**
2. Paints a vivid **picture of the future**
3. Appeals to employees' **hearts** (and minds)
4. Is **specific** enough to help individuals make decisions and trade-offs
5. Is **flexible** enough to adapt to changing conditions
6. Is **easy to communicate** quickly—in 60 seconds

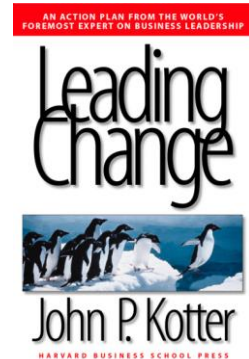


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STEP 4

COMMUNICATE OUR
VISION FOR BUY-IN

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STEP 4

COMMUNICATE OUR VISION FOR BUY-IN

**Communicating our vision
must be:**

- **Constant**
- **Heartfelt**
- **Consistent**



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STEP 4

COMMUNICATE OUR VISION FOR BUY-IN

Whose buy-in do we need?**To whom are we communicating?**

Everyone who needs to make adjustments in what they do, how they do it, and with whom they do it.



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STEP 4

COMMUNICATE OUR VISION FOR BUY-IN

State our vision constantly, everywhere.

- Club member communications
- Club financial updates
- Club staff meetings
- Club videos and written updates
- Club member and staff group conversations
- One-on-one conversations

It all adds up.



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STEP 4

COMMUNICATE OUR VISION FOR BUY-IN

Walk the talk.

- Match words and deeds.
- Behave in ways that are consistent with our vision.

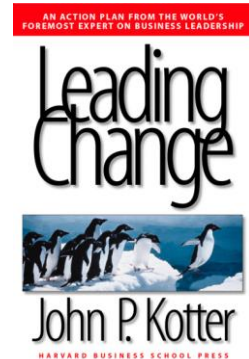


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**Before we move on...**

ACCELERATING CHANGE

STEP 5

EMPOWER
BROAD-BASED
ACTION

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STEP 5

EMPOWER BROAD-BASED ACTION

Common barriers:

- **Mindset:** Members don't believe change is possible or are stuck in tradition.
- **Systems:** Formal structures (e.g., governance, staff performance management) make it difficult to act.
- **Bosses:** Key club leaders discourage employees from behaving differently.

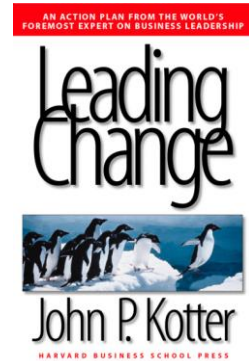


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STEP 6

GENERATE
SHORT-TERM
WINS

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STEP 6

GENERATE SHORT-TERM WINS

Short-term wins must be:

- Visible
- Unambiguous
- Relevant
- Celebrated



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STEP 6

GENERATE SHORT-TERM WINS

Short-term wins serve many purposes:

- Make sacrifices worth it
- Undermine resisters
- Build momentum
- Enable the guiding coalition to fine-tune the vision and change initiatives



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STEP 6

GENERATE SHORT-TERM WINS

Communicate short-term wins to the organization frequently and everywhere:

- Club member newsletters
- Bulletins in public club areas
- In regular email updates
- In meetings – club staff and members



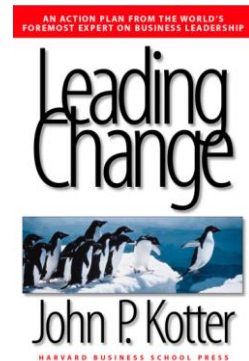
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STEP 7

NEVER LET UP



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STEP 7

NEVER LET UP

Maintain momentum:

- Don't declare victory prematurely
- Keep urgency up
- Eliminate unnecessary, demoralizing work
- Continue learning from experience

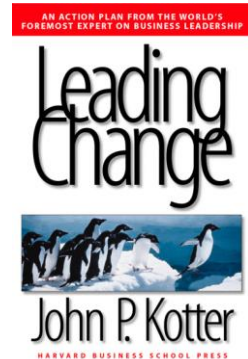


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ACCELERATING CHANGE

STEP 8

INCORPORATE
CHANGE INTO OUR
CULTURE

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STEP 8

INCORPORATE CHANGE INTO OUR CULTURE

**The change becomes
“the way we do things
around here.”**



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Kotter's 8 Steps



Assessment



- Compile Data
- Develop Change
- Constructive Learning Campaign

1 Establish Urgency

3 Develop a Vision and Strategy

4 Communicate for Understanding & Buy-in

8 Create a New Culture

2 Create the Guiding Team


5 Empower Others to Act

7 Consolidate Gains & Produce More Change

6 Produce Short-term Wins

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GOLF IS CHANGING
CLUBS ARE CHANGING
ARE YOU READY TO LEAD CHANGE?

Change Requires Leadership *and* Management

MANAGEMENT

- Planning and budgeting
- Organizing and staffing
- Controlling and problem solving

LEADERSHIP

- Establishing direction
- Aligning people
- Motivating and inspiring

PRODUCES

PREDICTABILITY
AND ORDER

CHANGE

The larger the
change, the
more leadership
is required.



