

THE FORUM

Promoting Excellence in Private Club Leadership

SUSTAINABILITY

Meeting current needs without compromising those of future generations

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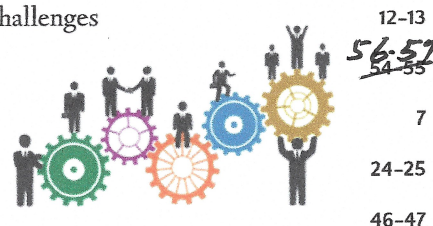
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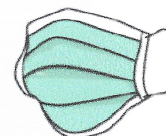
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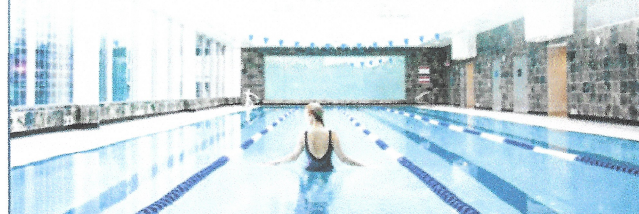
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CLUB SPOTLIGHT

Terminal City Club, Vancouver, Canada

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Interim Management The Values and Benefits



Contributed by
TERRY CLARK
Club Advisors

Immediacy

Interim management is available for most levels of operations (Sales, Agronomy, Executive Chef, F&B, Tennis, Clubhouse Management, General Management, Chief Operating Officer) which can be on the ground in a number of days ready to assist the co-workers and staff in continuing to provide excellent member satisfaction without interruption. All are leaders and teachers who hit the ground running. Ownership and management provide a scope of work, with prioritized action steps to get them done, and they go to work. An interim manager possesses the skills and qualities to be effective the very first day of the assignment.

Reduce Uncertainty Among Members, Staff & Vendors

A wave of emotions, rumors, and concerns ripple through the Club any time there is turnover in management. Co-workers wonder how their job is going to be affected, the vendors wonder if their product or services are going to go away and the members wonder if they are going to receive the same top-notch products and services with the change in management. Bringing in interim management rapidly after the change (or even before) minimizes these concerns immeasurably. The interim manager provides a bridge of outstanding management until a permanent replacement is discovered. It also sends a message to the membership that management is investing in interim management to ensure their satisfaction levels are met.



Operators – Not Consultants

Interim managers are operators and they work hard. Through their vast experience, education, and certifications, they are there to assist the existing staff to provide enhanced member services and products in the most efficient way. They are not the "silver bullet." They are leaders that inspire others to be leaders. They are suggesting changes that will have present

agement — its for Private Clubs

and call a friend." They produce trusted and guaranteed resources for the club. This can often result in savings of tens of thousands of dollars for the club.

Expense of Interim Management

There is generally a minimum weekly or monthly service fee, plus expense reimbursement for air and ground transportation, lodging, laundry, and meals outside the club when the club is closed. Interim managers generally seek basic amenities (high-speed internet, refrigeration, TV, and clean accommodations with a good bed are essentials). In most cases, interim managers are at the club longer and more often than expected.

Management Flexibility

Interim managers provide the boards and management with the flexibility not associated with the hiring process. Interim managers are generally independent contractors that provide their own health insurance, taxes, and related employment benefits. The Club has no long-term relationship and can conclude the agreement on short notice. They can be there as long as you need them, and when no longer needed, send them home. ■

time and future results. They assimilate into the operations without fanfare or personal agendas. They are part of the existing team working with the team for success.

Affiliates

Because of their decades of relationships with club vendors, interim managers bring with them a toolkit of contacts to support their mission. All they do is "Pick up the phone

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