

HOW TO INTERVIEW CLUB PROFESSIONALS



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Presented by:

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Today's Presenters



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There are only three things you can test for in an interview....



- Ability to do the job
- Willingness to do the job
- Culture fit

Framing the Interview



- Identify objectives for the interview
- Describe format and time limit
- Be prepared to tell them what may happen after the interview
- Affirm what you like about the candidate
- Probe areas that you want to learn more about
- Determine if they are a culture fit
- 80/20 Rule

Common Mistakes When Interviewing



- Getting caught up in the personality
- Asking the obvious and not so obvious illegal questions
- Leading the witness
- The 80/20 rule
- Giving multiple choice questions

Getting Beyond the Halo Effect



- Big Personality
- Peer references
- Member references
- Appearance
- Academics
- High Brand Previous Employers

Types of interview questions



Factual

- *Where were you born?*
- *What's your food cost?*

Situational

- *Tell me about a time.....*

Behavioral

- *What kind of decisions are most difficult for you?*
- *How do you balance logical decision making in what is clearly a emotionally centric industry?*

Stress

- *Why did you get fired?*
- *At the water cooler, what do most people criticize you for?*
- *Is that the best answer you can give me?*
- *How would you evaluate me as an interviewer?*

Situational & Behavioral Questions



- Describe the most innovative solution to a problem you have developed in the past year.
- Describe the most difficult or frustrating experience you have had in dealing with a board, constituency group, superior, etc.
- Describe your best effort at building a staff team and leading them toward a goal.
- Describe the incident that best illustrates your ability to maintain equilibrium or a sense of humor in a tough situation.

Illegal Questions



Including but not limited to:

- Have you ever been arrested? – You can ask if they have been convicted of a crime
- Are you married?
- Do you have children?
- What religious holidays do you practice? – You can ask if they can work a specific day.
- Is English your first language? – You can ask if someone speaks other languages.
- Do you have any outstanding debt?
- Do you drink socially?
- When was the last time you used illegal drugs?

Key Areas to Probe:



Golf Professional

- Member Service and Interaction
- Event Management
- Merchandising
- Teaching
- Playing
- Interaction with Club Leadership
- Business/Financial Acumen

Superintendent

- Philosophy on General Playing Conditions
- Member Relations
- Staffing Approach
- Capital & Operating Budgets
- Preventative Maintenance Scheduling
- Capital Improvement Project Experience
- Interaction with Club Leadership

Executive Chef

- Excellent Relevant Food
- Professional Relations
- Technical Skills
- Menu Engineering
- Recipe Masters
- Dining Programming
- Team Development
- Professional Accomplishments

Executive Chef Questions



- Would you rather work from a recipe master or an open pantry?
- What kind of food do you like to cook the most?
- How do you ascertain what the membership really wants?
- How many sous chefs have you had that are now legitimate chefs?
- What's your approach on creating an environment of education?
- Tell me about a time...

Golf Professional Questions



- Which of the five core competencies of being a PGA Professional is the most important?
- What's the most important golf constituency at a Club?
- Describe your ideal relationship with your general manager.
- Are you a better teacher for a low handicapper player?
- Beyond the PGA, how do you stay informed about the golf business?
- Tell me your top three ideas to fix the golf industry.

Golf Course Superintendent Questions



- Tell us about your last review. What did your GM say that you did well? What were potential areas for improvement? What was the game plan moving forward?
- Give examples of project you traditionally accomplish in house? At what threshold is a project too big to tackle in house? When you do decide to outsource consultants or construction, what is the bidding or selection process?
- What is your philosophy to general playing conditions: fairway firmness, green speed, green envelopes/definition cut lines, rough consistency, bunkers, secondary areas?
- What comes easier to you, the business or the science of your profession?

When the Candidate is “in between opportunities”



- Now that the change is somewhat in the distance, what did you learn from this experience?
 - What did you miss?
 - What would you have done differently?
 - Describe for me the politics?
- What have you learned that can be applied to this opportunity?

Reflective and living in truth

Wrapping up



- How do you finish the interview?
- Is there anything else that we should know about you that we haven't discussed?
 - When a member scrubs the internet using your name, what will they discover?
- Based on this interaction, rate your interest on this position.
- *Describe the timeline to complete the search*
- Any questions for me?

Questions?

Thank You!



If you have additional questions, please contact us:

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