

Professional Golfers' Association of Canada

BUILDING AND SUSTAINING A HIGH-PERFORMANCE TEAM

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Building and Sustaining a High-Performance Team

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SECTION 1. INTRODUCTION & RATIONALE

One of the major, but often overlooked, components of a successful PGA of Canada Professional's career is the ability to run a high-performance club. As a member of the PGA of Canada for over twenty-six years, the author has assembled teams at semi-private, private and high-end private golf clubs. Over the years, this experience has allowed the author to understand the financial value of providing top service and how the quality of service defines the member and guest experiences and the overall success of the club. Ultimately, the overall success of the organization relies heavily on the team of employees directly providing the services to its clients.

The golf industry is notorious for being a prominent source of seasonal work with high staff turnover. The Bureau of Labour Statistic released a report on employee tenure for workers in the service occupation indicating they had the lowest median length of tenure recorded (3.3 years; Bureau, 2014). Younger workers, who commonly make up the majority of the staff at Canadian golf clubs, are more likely than older workers to be short-tenured employees. For example, in January 2014, 72% of 16 to 19 year-olds had a tenure of 12 months or less with their current employer, compared with 9% of workers ages 55 to 64 (Bureau, 2014). Golf courses in Canada are at a significant disadvantage for staffing. Not only is the nature of the employment service-based and seasonal, but clubs mostly attract the younger workforce that is proven to be inherently less stable. Combatting staff turnover is a major challenge for all Canadian clubs.

A Canadian survey conducted by Standard Life last year estimated that 82% of employers do not account for the cost of losing an employee, but that this cost per lost employee can exceed over 40% of the departing employee's salary (Profit

Guide). From a financial perspective, payroll sustains itself as the majority of operating expenses at the average golf club, totaling 52% of all operating costs (McGladrey). Therefore, sufficient staffing is one of the most important financial issues for golf clubs in Canada.

Amidst the high cost to employing young seasonal staff, there are new challenges brought forth by the changing technological aspects of the workplace and the entry of a new technologically savvy generation of employees. At the 2015 World Conference on Club Management in San Antonio, TX, there was one recurring theme: change as applied to “Attracting the Next Generation of workers”. The younger generation value their personal life and are willing to leave their current job if they decide the change is more beneficial for them. (Brown et al., 2015) It is essential for clubs to develop dynamic strategies to adapt the needs and challenges that come with employing the youngest of the generation of Millennial.

There are high financial and service costs to staff turnover in the golf industry. Private clubs in Canada are widely regarded as setting the industry standard for service and make up the top 9% of all facilities in Canada (Golf Canada). Therefore, one of the most significant challenges for private clubs is their ability to build and to sustain a high-performance team of employees. The author has set out to address this problem of how to adequately staff Canadian golf clubs to maintain quality service and to meet the financial goals of these facilities. By designing an empirical survey that focuses on employment strategies and statistics from golf industry leaders at private clubs in Canada, the author extracts the underlying elements that make private clubs successful at building and sustaining a team of employees. In this thesis, the author discusses the data collected and draws conclusions to provide

practical suggestions for Golf Professionals who set out to design and sustain high-performance teams.

SECTION 2 - Methods

This section describes the research design and methods used in the study. This methodological Master's thesis provides an analysis and commentary on the findings from an empirical survey to identify best practices from industry leaders, including:

1. Professional Golfers' Association of Canada award winners
2. Canadian Society of Club Managers members who have attained their Certified Club Managers designation
3. Canadian Golf Superintendents Association members, Top 100 Ranking

The goal of this thesis is to formulate a system that will establish the framework and implementation process to foster a culture of continuous team performance improvement. This framework is effective practice for private and semi-private golf clubs.

Phase I – Practical Research

The author's 26 years in the golf industry reflect:

1. Continual advancement in management
2. Valuable and diversified leadership experience
3. Consistent achievements in sales, programs, and initiatives that produced business results
4. Delivery of High Touch Services from dynamic teams
5. Special expertise in building and sustaining high-performing teams

The author gathered research over the years from:

Ryerson University - Canadian Society Club Managers

Certified Club Manager Program (CCM) *designation in progress*

- BMI I; Club Management
- BMI II; Leadership Edge
- BMI III; General Manager / COO

University of Western Ontario

- Professional Certificate in Leadership
- Professional Certificate in Communications & Public Relations

University of Alberta

- Management Development Program; Marketing

Selkirk College eCampus

- Professional Certificate in Golf Club Operations

Fanshawe College

- Business Microcomputer Applications

Northern Alberta Institute of Technology

- Business Administration

Harvard Business Review – Harvard ManageMentor

- Leadership & Managing People

Starting in October 2014, the author completed reading ten additional books on Leadership and researched 62 journal articles used in the Thesis. Peer-reviewed articles were obtained through online services of University of Guelph, Google Scholar, and Harvard Business Review.

Phase II – Development of the Survey Instrument

The author conducted a computer-assisted survey through SurveyGizmo that involved industry leaders in Canada. The committee approved the questionnaire that was developed in April and May 2015.

Phase III - Research Questions

The research questions for this study consist of five categories:

- General Information

- Recruiting to Retention

- Communication

- Monitoring and Feedback

- Accountability

General questions on the survey are important to establish the experience levels of the participants that were targeted. The goal was to identify the type of facility the respondent would be reporting on Private, Semi-Private, Public Golf Course or Resort Facilities. The author would like to demonstrate that all Golf Professionals could benefit from the findings in this thesis no matter what type of facility they would be working at during their career.

The questions were designed to gather evidence that either supported or contradicted the literature research along with the author's view with regards to building and sustaining a high-performance team.

SECTION 3 - DISCUSSION

The ultimate objective of this thesis is to provide a sustainable strategic advantage to Golf Professionals and Clubs through the development of their people.

CULTURE

The following is a summary of the data and supporting literature on how to build a club culture that is mutually beneficial for staff and management through:

1. Recruitment
2. Hiring
3. Expectations
4. Engagement
5. Developing
6. Goal Setting
7. Motivating
8. Monitoring & Managing
9. Coaching
10. Feedback
11. Communication
12. Delegation
13. Accountability
14. Team Development
15. Retention

Clubs should aim to build a culture of continuous improvement, embracing the past and setting the bar high for the future. "Everything about the club has to be the best, and if it isn't, we will improve upon it every year until it is." This quote from

Jason Ballard, Head Golf Professional from Oak Hill Country Club, aligns with the author's passion for providing high-value service from Golf Professionals. Golf Professionals need to establish a workable, realistic mission statement, along with an action plan to ensure that everyone shares in the club's service vision, which does not merely reflect a plaque on the wall.

RECRUITMENT

Golf clubs face the difficult challenge of attracting, motivating, and managing a large temporary workforce every season while attempting to maintain consistent service standards and quality facility conditions (Ainsworth et al., 2009). Quality staff are a direct result of quality hiring practices. Much of the recruitment process occurs before placing any recruitment advertising. The recruitment landscape is evolving with the changing workforce, and if you want to hire the best, you need to engage with the best candidates to show this pool of potential employees the club's strengths. The recruitment process begins by reviewing the information contained in the job analysis, job description, and job specifications. Understanding and organizing the fundamental nature and scope of existing job vacancies, the general requirements and skill sets that are required, is key to the first step in the process (Willie, 2008). It seems simple, but not enough thought is put into truly defining the need for new employees. The author recommends that Golf Professionals take the time during the offseason to evaluate the past season, consider the necessary improvements and update the records and documents for the new season. With industry leaders indicating that only 68% (Survey, 2015) include documented position descriptions, the author recommends that all Golf Professionals take the time to flush out these job descriptions with the goal of establishing an above average hiring process.

Selecting the right person for the job is one of the most important functions a Golf Professional performs in their management role. Professionals shouldn't take shortcuts with the selection process or delegate selection to untrained managers or employees. The survey results indicate that the Industry leaders have been employed in the golf industry for an average of 19.4 years and 88% support direct involvement in the recruiting process. The 88% breakdown confirmed that all 100% of Superintendents, 99% of Golf Professionals and 83% of General Managers have direct involvement in the hiring process. The remaining 12% who did not participate in the recruiting process consisted of three General Managers, one Golf Professional, three retired members and two from the "other" categories. The author would like to note and recognize that of the Industry Leaders that have worked less than 15 years, all but one are directly involved in recruiting (Survey, 2015). This highlights the fact that those who are veteran to the golf industry understand the importance of being directly involved in the hiring process. This points to the conclusion that all Golf Professionals should participate directly in assembling their teams.

The author acknowledges that to grow a sustainable group, one must consider the available workforce, usually consisting of part-time and seasonal workers. One of the keys is understanding the part-time labour force. Retention is, unfortunately, weak, with turnover being three and half times as common as salaried employees. (Halvorson, 2014). Most clubs look to hire from the student population (Generation Y) when hiring part-time employees. However, the author suggests that consideration should also be for the often overlooked, more aged population. Older members of society seeking employment represent a mature and talented work pool. Due to their additional experience, they are often stronger communicators,

have a positive outlook and are also likely to afford flexible time schedules (Willie, 2008). There is growing work-life balance trend that favours working less than 30 hours a week in this older population. Although seasonal work is described as being short-term and of predictable duration, the nature of seasonal demand means that employment could potentially continue year after year (Ainsworth et al., 2009). The author encourages building relationships with active and retired teachers, firefighters and police officers. In the author's experience, these groups of professionals are often available for part-time seasonal work during Canadian summers.

For recruiting Generation Y students (In Canada, Generation Y age ranges from 1980 – 1999/2000), the author stresses first the importance of understanding the characteristics that drive and motivate Gen Y employees to work. When recruiting Gen Y individuals, clubs must be fair, equitable, supportive, and socially aware among an interconnected peer group. Gen Y employees, more so than their older counterparts, expect involvement in decision making, as well as expect to be recognized and valued for their contribution to the club (Luscombe, 2012).

Recruitment channels to consider potential employees include external and internal (inside the organization, e.g., employees already working for the club) sources. External advertisements for recruiting potential employees include social media, newspaper advertising, college and university job fairs and the clubs non-member portion of their website where management can post jobs. Industry leaders acknowledge in the survey that Facebook (43.5%), LinkedIn (31.9%) and Twitter (24.6%) were among the top three choices when using social media to recruit Generation Y employees.

Recruitment occurs from college and university sources by 81% of the industry leaders in Canada. Additional opportunities to recruit come from co-op

programs with the local high schools. The author strongly recommends face-to-face contact with students from colleges and universities at the initiation of the hiring process. This process allows the Golf Professional to witness the candidates' social and soft skills and allows one to determine if the individual has the passion for the climate of the culture at the club.

Many facilities use internal sources like job postings on bulletin boards to let current employees know about job openings or referrals from current employees. The author accepts that turnover with part-time employees will occur, so one should aim to recruit consistently, even if there is not a current vacancy (Halvorson, 2014). Networking and keeping resumes of interested, qualified candidates on file is always good practice.

Cultivating a strong working relationship with the seasonal employee is a sure way to make your club "a top choice for employment" for part-time employees. Culture is especially important with the interconnectivity of the Generation Y's social circles. Recruitment can happen by word of mouth if the club is somewhere employees enjoy working. If people enjoy being at work, they are likely to mention that to their job-seeking friends directly or even through social media. The author cannot stress how important this reputation is among current and prospective employees.

The author acknowledges the importance of being informed of the current "fair market value" and benefits that are being offered elsewhere in the market for comparable positions. A fair market value compensation package must include competitive wages and perks during the recruitment campaign that will help attract candidates for consideration. Benefits do not need to be "medical" or perks. Benefits

need to be documented and listed on top of the wage that is being offered for employee consideration.

From the literature and survey, some common themes, and best practices for consideration:

1. Identifying the essential job responsibilities
2. Being directly involved in the recruiting process
3. Understanding the part-time workforce
4. Utilizing the recruitment channels
5. Fostering Relationships; becoming a choice of employment
6. Offering competitive wage packages

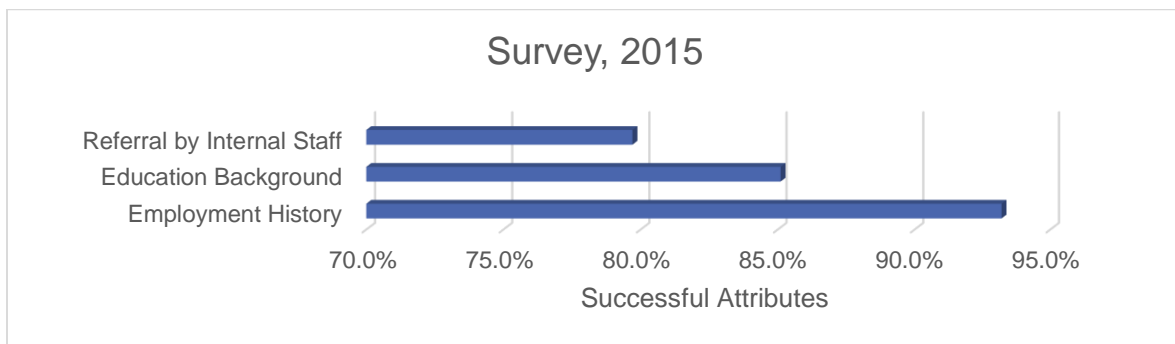
HIRING

Hiring exceptional employees is one of the most significant contributions one can make to the club. Good hiring decisions create a foundation for more efficient performance for the Golf Professional, the team, and the Golf Club as a whole. The author acknowledges and supports the notion that industry leaders become involved in the hiring process, which the survey supports with 86% indicating involvement (Survey, 2015).

The majority of activity in most Canadian clubs relies on both the quantity and quality of seasonal employees for a successful operation. Organizations require a substantial increase in employee numbers during the golf season. Seasonal workers provide most of the direct contact with the members and guests. As a result, these seasonal employees strongly influence the service quality and customer experience (Ainsworth et al., 2009).

Hiring involves careful thought about which attributes are required to carry out the seasonal employees' responsibilities successfully, and who would make a good

culture fit. Industry leaders identify three attributes they consider that are most likely to bring success when hiring.



The author also strongly suggests hiring for interest as a fourth important factor. The author has experience in hiring primarily for interest (meaning, individuals that enjoy the game of golf) as it is a lot easier to help someone acquire or strengthen skills than it is to make an existing employee feel passion for his or her work. The author certainly agrees that skills play a significant role in matching the right person to the right job. New hires must have enough experience and ability to perform well on the job rather quickly, but “interests match” will increase the likelihood that the employee will stay longer at the club (Harvard, 2011).

The hiring process is comprised of five phases:

1. Define the job requirements

- Job title for each position
- Summary of the job tasks, location of work, responsibilities, and objectives
- Reporting Manager
- Compensation, hours
- Background (education, experience) required
- Personal characteristics required

2. Recruit promising candidates: The discussion topics listed under recruiting will present the best possible candidates.
3. Interview process: the primary purpose is to provide an opportunity for both interviewer and candidate to acquire information on abilities, experience, and whether or not this is a mutually good fit and to make a decision. The first step is to create an interview team. When selecting someone for an important position, the committee may choose:
 - Telephone-screen interviews to confirm the candidate meets the stated job qualifications.
 - Initial in-person structured interview, asking all candidates the same questions so you can be fair and objective when comparing answers from candidates.
 - Second interview (Golf Professional positions) would be unstructured interviews that do not necessarily cover all the same questions with every candidate. The second interview opens the door to identifying decision-making, problem-solving, communication skills, and interaction with others.
4. Evaluate the candidates: conduct an objective evaluation of each applicant.
 - Applicants must meet the quality standards: empathy levels, attitude disposition, and professionalism.
 - Create a decision-making matrix for the final two or three candidates based on information gathered.
 - Figure 1 (See Appendix H) – Decision Making Matrix

- Check references. Use the telephone or e-mail to check references. Briefly describe the job responsibilities. Ask about the candidate's style, character, strengths, and weaknesses.

5. Make a decision

- Once Golf Professionals have sufficient information to make a decision, arrange to meet in person or by the telephone. Be sure to make the offer with enthusiasm and make the offer personal by referring to something positive that you recall about the interview. Provide a time frame for the tender so that the candidate knows how much time he or she has to respond.

HR administrative duties require a great deal of time and effort to be successful. As much as possible, the Golf Professional can/should work together with the clubs HR team. When Golf Professionals can hire properly with efficiency, they will be capable of inspiring, motivating and influencing employees. As Colin Powell once stated, "ultimately, it is people, not plans, systems, structures, or budgets who make the difference between organizational success and regulatory failure (Harari, 2002)". The author recommends that Golf Professionals must make the commitment and be prepared to provide resources necessary to assemble a high-performance team.

EXPECTATIONS

Leaders must set clear performance expectations and provide tools, training, and development to help employees succeed. How well the club does, is measured by touch points that include customer interaction with the staff. Very few golf facilities define what they believe a great customer service experience is, and even fewer measure customer service on a consistent basis (Keegan, 2013).

When asked if industry leaders differentiated between individual role expectations and shared responsibility of team members, 73% acknowledge they do (Survey, 2015). Job clarity is a simple, but important concept for the Golf Industry. Phil Scully, Superintendent at the Granite Golf Club, confirmed the yearly average age of his team members since the Club opened in 2000, is between 22 – 25 years of age. The author has spent years working with young individuals. The new hires remained mostly entry level positions with very young employees. Senior employees, however, have filled several positions, and overall, the author has created a larger age gap each year. Over time, the author learned to adjust the expectations that were appropriate for the new hires and to set learning goals for them. By asking questions such as, “what are your expectations?” and, “what do you hope to learn while working here?” one can align expectations with the staff. Explaining the learning opportunities that exist in their current role helps expectations and defines success. By spelling out the challenges and opportunities to develop new skills and to build their resumes, clear goals emerge. Engaging young hires by taking an interest in their career paths has allowed the author to create a relationship of trust and respect that develops a synergy between setting expectations, communication and overall happiness of the employee.

When setting expectations with young hires, ask them for their input, and spell out how their work will enhance their resume. By making employees feel more valued, one will intrinsically motivate them to create more value for the team and the club.

ENGAGEMENT

The majority of organizations that measure the impact of engaged employees, discovered that with a high (over 50%) employee engagement

culture, organizations will retain over 80% of their customers, according to a recent study from Demand Metric. If one were to review any club or organization that has earned a “best place to work” designation with a strong base of loyal members and guests, a common thread emerges employees who are highly engaged. Engagement follows leadership. Eighty-one percent of organizations with leaders who emphasize employee engagement are getting it, with more than half of their workforce truly engaged (Demand Metric, 2014).

To fully engage the workforce, Golf Professionals must develop a deep understanding of what engagement means to the workforce, and then set about building the culture and environment to support it. To know if management initiatives that set out to nurture engagement are effective, measurement must occur from the employee side of the equation as well, not just the management side.

Employee commitment in the workforce is two-way. Clubs must create conditions to engage the employee, who in turn has a choice about the level of commitment to offer the Club. The author’s goal is to enhance the employee’s sense of well-being while getting the employee to provide more of their capability and potential. Building a culture of engagement begins at the top; the leader must adopt, define and model the system. When fostering engagement, a Club needs to evaluate the core values and mission of the Club, to encourage and implement strategies that lead toward employee engagement. Leaders, managers, and supervisors are the key drivers of employee engagement. They are the front line motivators to engage employees. To create a culture of engagement, one must learn the personality and characteristics of one’s employees.

Satisfaction with one’s employment is strongly linked to job fit both at the workplace and at home (Rego and Pina, 2009). For the employee to be engaged,

they must be in a position in which they can thrive and grow. From the book of Jim Collins, *Good to Great*, Jim speaks of “moving people around the bus.” Once you have hired someone, do not be afraid to make sure that individual is in a position that best works for both the club and the individual (Collins, 2011). Even if one has a full schedule, make sure to find time to maintain a culture of dialogue with the employees. When one takes the opportunity to talk to employees, listen to what they are saying, provide real-time feedback on their concerns and attitudes, one will be engaging the employees.

Research by (J. Anitha et al., 2014) outlined seven factors facilitating employee engagement:

1. Work environment
2. Leadership
3. Team and Co-workers
4. Training and Career Development
5. Compensation
6. Organizational policies
7. Workplace well-being

The author supports and believes that a club has to have a supportive working environment, showing concern for employees' needs and feelings. Club leaders should provide positive feedback and listen to employees, help them to develop new skills, and empower them to solve work-related issues. This is crucial to employee engagement. The author recognizes that leaders, who have a passion to inspire, are good communicators, are trustworthy and impact employee engagement. Leaders that actively listen, acknowledge and appreciate employees build trust and commitment among employees.

Building and sustaining a high-performance team requires a supportive and trusting relationship that will foster engagement. Promoting an open and conducive environment that allows debate amongst team members, was supported by the survey. Eighty-nine percent of industry leaders encourage team members to question openly and discuss important issues (Survey, 2015). Co-workers/team member's attitudes and perspectives of coworkers towards their jobs and the club influence engagement (Hughes et al., 2008).

Training and career development build confidence and improve service accuracy that impacts service performance and employee engagement. Research by Hughes and Rog (2008) found that employees that have a clearly defined career path become highly engaged. The author shares Figure 3 as an example of a Total Quality Training Program that was developed and implemented in 2013 to engage employees. Compensation that involves both financial and non-financial rewards is significant to employee engagement. When Clubs offer acceptable standards of remuneration and recognition for their employees, they will encourage a high level of commitment. Previous research and studies on organizational policies, procedures, structures and systems are essential for employee engagement (J. Anitha et al., 2014). Workplace well-being is the measurement of how employees think about and experience their days at work. Research by Towers Perrin Talent Report (2003) found that when senior management showed interest in employee well-being, the engagement was reinforced. Employees value personal relationships with one's manager (Hughes et al., 2008).

The benefits of higher levels of employee engagement are clear. The formula for creating and nurturing employee engagement is also simple, but the execution not always so easy. Engaged employees are engaged if they think and feel that they

are, not if management does. Golf Professionals should develop an employee survey, which provides the most direct means of assessing not only engagement but also some other critical workforce attitudes. The key to doing this successfully is to ensure employee confidence in the survey which requires:

1. Confidentiality: Employees must have no fear of punishment for providing honest and candid input through a survey.
2. Transparency: the results of the study demand open communication, even if the results are initially weak. If employees are expected to provide candid input, they rightfully expect to know the results.
3. Accountability: the results of the survey must lead to change. Employees that do not see their input taken seriously will cease providing information and withdraw.

An Employee Engagement Benchmark Report by Demand Metric, reveals that organizations with higher engagement levels have a different culture, one that is not solely customer-centric, but more often customer and employee-centric (Demand Metric, 2014). The path to building and sustaining high-performance teams, producing desirable outcomes, starts with the capacity to produce those outcomes: the employee.

The author recommends that Golf Professionals develop an action plan in the off-season to engage employees and implement the plan during the busy golfing months.

DEVELOPING

Across all segments of the industry, front line workers are seen as an essential link to the success of a club. This group determines the quality of customer service delivered, which ultimately impacts all aspects of the success of the

organization (Costen, 2010). The member or guest opinions of the customer service received, come primarily from the least senior and lowest-paid workers at the club (Keegan, 2013). Through training, addressing key touch points, one can successfully transition individuals and departments to embrace a culture of personal ownership and accountability. As a result, training is expected to boost the efficiency of service processes and outcomes. Training also demonstrates that the club is committed to enhancing employee competence and well-being and it treats employees as valuable assets (Husin, 2012).

Training programs are designed to provide employees with the skills and habits needed to perform the tasks to meet club standards. Employee development programs are intended to provide employees with new skills, knowledge, and practices to prepare them for positions of increased responsibilities, duties and authority. The development of new skills is crucial for learning tasks classified as employee development (Costen, 2010).

Development activities must be targeted to result in tangible employee growth that provides confidence and the ability to engage in more challenging job tasks. Also, employee development allows employees the opportunity to grow within the club. The survey supported the author's thoughts that training is a critical factor in employee retention with 89% (strongly agree or agree) of industry leaders in Canada in favour (Survey, 2015).

Staff orientation at clubs is very common and is supported by the survey indicating that 63% of clubs held not only one orientation at the beginning, with each department carrying out one as well with new hires later in the season. Staff handbooks are provided by 88% of the clubs and updated yearly by 90% of the clubs. The author suggests that while 68% of clubs included position descriptions,

this represents an opportunity for those clubs not including it to consider it in the future (Survey, 2015). Well trained employees will ultimately deliver better services. General orientation and training provides basic knowledge of the membership expectations along with understanding the operation. Those clubs that wish to elevate their teams must put more effort into formal training programs. Continuing to update a manual that explains the step-by-step execution of the various jobs at a golf facility detailing, precisely what the employee is expected to deliver is essential. Forty percent of the actions staff perform each day aren't even decisions, but merely habits (Keegan, 2013). Creating and encouraging positive habits for each member of the team are worthy and worthwhile goals. Formal training programs are being implemented by 75% of the industry leaders. These industry leaders have risen to the top of the profession, and the author requested their input so as to pass along best practices. Through the training programs, employees are being made aware of their specific role on the team by 98% of those clubs implementing training. The author was surprised to learn that only 28% had a designated staff trainer. Of the small group, only 52% of clubs that had a designated staff trainer held their trainer accountable (Survey, 2015). The author recommends that Golf Professionals implement a "train the trainer" program to hold the trainer more accountable to transfer information sharing. By developing industry competencies as precise as possible that documents proper roles, activities and functions that are expected, trainees will gain a practical framework for improving personal accountability, results and morale among team members. Focus should also be placed on **why** not just how. Obtaining the buy-in of all employees to a vision that everyone can focus on is critical. The author recognizes the changes in job responsibilities, the change in personnel, and the growing challenges of developing subordinates. The author

recommends that each Golf Professional take the time to train adequately one Assistant Professional each year in the off-season and hold him/her accountable to prepare and update each employee with the club policies and procedures. This practice can continue throughout the Assistant Golf Professionals career. Taking the time to update, document, implement changes will engage not only the current Assistant Professional but also one new Assistant Professional every year. By implementing a program such as “Service Recovery Program” that empowers the employee to take necessary actions, the trainer can develop employees to deal with difficult people, manage tense situations, and resolve conflicts. Employees that are given latitude and empowerment to solve problems can be held accountable and will handle resolving issues as they arise. Employees who know that they have the ability to deal with member or guest complaints enjoy more job satisfaction.

The author recommends creating a “Resource Library” of materials that are current, and relevant to club employees. Having a structured learning environment with a variety of golf specific subjects to develop employees that include stories of exceeding expectations, leadership books, service articles, YouTube links and best practices, will promote continuous learning. By providing an onsite Resource Library, staff and specifically Golf Professionals can have some degree of confidence that the individual is becoming a reliable, competent Professional. In today’s environment, it is impossible to offer high-touch services at high-performance standards without well-trained and well-informed employees.

GOAL SETTING

Goals are the components of action of the club’s vision and inspire greater performance. By setting, tracking and consistently evaluating progress, employees are forced to connect to the club’s mission, culture and plans for the future. Setting

and aligning goals flow from top to bottom in the golf industry. Department and individual goals should emerge from the strategy of the club as a whole. Before the season starts, clubs should review each department's activities and roles, looking for achievable high-value goals. The following will support how goals aligned and are defined:

Club Level (strategic goals) – Department Goals – Individual Goals

The real power of turning these goals into results lies in their alignment with the objectives of the club. When every employee understands his or her goal, how it relates to the department's goals, and how the department activities contribute to the strategic objectives of the club, individuals can transform goals into results. When employees can create and implement daily checklists or to-do-lists, all steps toward the larger goals are accomplished, and one can trace the goals all the way back up through the club.

Example: My club's goal is to ____? My department goal is to ____? My part regarding this effort is to ____?

Clearly defined goals can be broken down into S.M.A.R.T. Goals: **S**pecific, **M**easurable, **A**ttainable, **R**ealistic, **T**ime limited. The author asked industry leaders what best describes their goal setting. Industry leaders responded favourably with 64.2% setting very specific goals and timelines regarding the objectives they wish to accomplish. The key advantage of setting specific goals with timelines allows Golf Professionals and managers to measure the results. Without having a measurable metric, it becomes difficult to hold employees accountable towards attaining their goals. With 35.8% indicating that they presently only set general goals, the author would recommend that Golf Professionals set specific goals with timelines that can

be measured and modified if necessary, to turn goals into measurable pieces of action.

MOTIVATING

Instilling motivation, especially within the realms of a workplace, has long been considered an important factor for successfully functioning teams. Many clubs employ rewards systems and motivational tactics, both of which have advantages. The survey respondents surprised the author with only 45% indicating they implement a reward program at their club for motivating the employee. Forty-seven percent of industry leaders stated that they do not use a reward program to improve on employee behavior (Survey, 2015). Employees should be rewarded with both tangible goods, as well as praise (Nohria et al., 2008). Not all tangible rewards come in the form of monetary compensation. Free golf for friends and family, crested gear or simply free lunches are other examples that are just as effective and more financially flexible for the club. Golf Professionals can choose to reward their best employees by simply praising them for a job well done, or recognizing that they are appreciated by certain members and guests of the club. One particular model of motivation, introduced by Nohria (2008), considers four specific drivers that underlie motivation. These include:

1. The drive to acquire
2. The drive to bond
3. The drive to comprehend
4. The drive to defend

Each of the above possesses a fundamental desire to obtain goods and services for basic survival and to build a sense of who they are in the world. Acquiring money

to support individual needs is a motivating factor. Individuals constantly compare what they own, what others own and are always looking to expand their assets.

Individuals seek to support their sense of self-worth. If correctly managed, the drive to bond at work can work to boost motivation if and when employees feel a sense of belonging. As individuals become attached to their cohorts, relationships start to form. The most effective way to fulfill the drive to bond is to create a culture that promotes teamwork, collaboration, openness, but most of all friendship.

Employees are also motivated or driven to comprehend. Jobs and tasks that challenge them and enable them to develop and learn contribute to their overall satisfaction. One of the main reasons that entry level positions succeed in the golf industry, compared to other industries, is that jobs are meaningful, interesting, and challenging for young adults taking on those responsibilities for the first time. Embrace young employees because they are likely to find intrinsic motivation working at the Club.

Defending oneself, one's friends and family, accomplishments and property from external threats is natural. The drive to defend leads leaders to communicate clear goals and intentions, allowing individuals to express ideas and beliefs against what they may find threatening.

To fully motivate employees, Golf Professionals should address all four drivers for the members of their team (Nohria, 2008). The author recommends that Golf Professionals employ motivational tactics and introduce a rewards system or an employee recognition program in the future. Simply receiving a paycheck is not enough to motivate employees. Golf Professionals must think of new ways to hold an employee's attention and interest with the job. Programs and reward systems make up an important part of motivation and managers/supervisors can play their

part every day in areas such as praise, and recognition for work well done. Employee recognition programs should include: peer-to-peer recognition, service award, and immediate recognition. Recognizing an employee might seem small and insignificant, but this is a great motivational tactic and when implemented correctly, will have a dramatic influence on the effectiveness of the team.

MONITORING & MANAGING PERFORMANCE

Performance measurements are designed to support management in team effectiveness, analyzing and improving their performance through providing the information to implement better decision making. Designing appropriate measures are essential to directing efforts towards team improvement activities.

According to Muhammad et al. (2011), having an effective performance management system (PMS) one can identify and improve weaknesses and strategies within the team. For a Golf Professional to develop an effective PMS assessment tool, it becomes necessary to determine which characteristics the Club needs to measure. They must effectively and efficiently measure, manage and implement strategies to improve business performance (Muhammed et al., 2011). PMS is the set of metrics used to quantify the efficiency and effectiveness of past actions. See Figure 2, page 111.

Recent research supports the development of a management control system (MCS). To enhance performance; there should be a match between an MCS and the Club's strategy. Performance management is a strategic and integrated process for improving the performance of the employees by developing the capabilities of individual contributors and teams. This research supports the "setting and aligning goals" theory.

As there are no universally appropriate control systems applicable to all situations, the author supports the proposed framework: Performance Measurement, and Management Control Framework (Muhammad et al., 2011). The model that has been proposed implements the beliefs and boundary control system in strategy and translates strategies into action. The beliefs control system is to communicate the club's core values to inspire employees to find new ways to serve the needs of the members and guests based on the club's core values. The boundary control system focuses on the behavior of the employees. The aim of the boundary control is to ensure employee commitment to the club's goals.

Formal systems are implemented to ensure that policies and procedures are being implemented to allow the club to meet its goals and objectives, year after year. Formal systems can be achieved by setting standards, receiving feedback on performance and taking corrective action whenever performance deviates from the plan. What gets measured, gets done.

COACHING

Effective coaching significantly impacts a team of employees. Coaching as many employees as possible is not good practice nor a good use of one's coaching time. It is more efficient to invest in the Assistant Professionals. They may work with the club longer and remain in the industry as opposed to a shop employee who may work only one or two seasons with the club before moving into their chosen career. Coaching arises when an Assistant needs direction, is ready for new responsibilities and needs help with a problem performer who can be brought up to an acceptable level of work with some timely guidance (Park, 2007).

Coaching is a two-way street and the individual being coached must implicitly agree to be coached. The individual must commit to their career and personal

development. The individual should constantly be working to incorporate new ideas, better working practices, new skills, improving on skills, while planning for this job and the next. The development plan should be a collaborative effort between the Head Golf Professional along with the Assistant Golf Professional. The plan should include opportunities to learn on the job and suggestions of development activities through education programs. The plan needs to include expected outcomes and time frame for each action item to establish accountability (Harvard, 2011).

Personal development and team development is a partnership. The author supports the notion that it is the responsibility of management to create the environment in which teams can succeed. Learning needs to be encouraged to allow for the continuous improvement that we all require.

FEEDBACK

The goal of giving positive feedback is to reinforce preferred behaviours. The goal of corrective feedback is to change and improve unacceptable behaviour or introduce more productive work patterns. The author suggests that one should establish parameters for providing ongoing feedback as needed. Feedback will seem less intrusive if both the Golf Professional and staff member agree ahead of time on when and how one will provide it. Before a feedback session, one should gather data that supports the reasoning for giving feedback. Be specific about what the person has done or not done, without judging. Inform the person of the impact that their actions have had on themselves, the team or the club. Inform them of what the Golf Professional would like to see the person do differently. Be specific about what needs to change (Phoel, 2009).

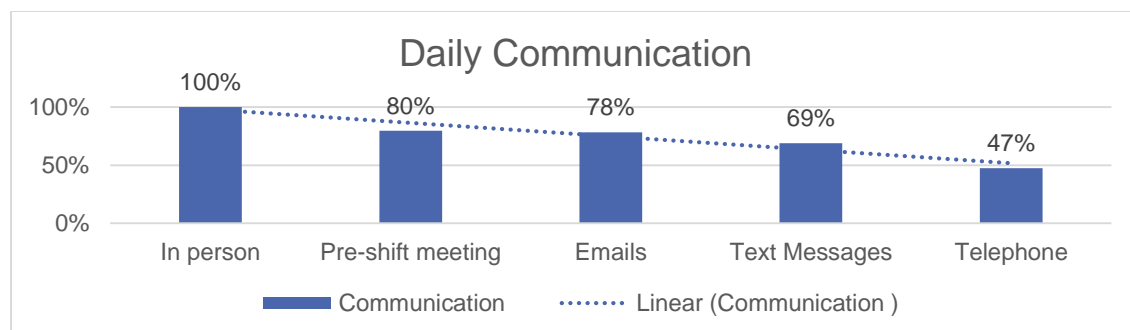
According to Whitehurst (2015), to focus on developing strengths and growing skills, managers need to give continuous real-time feedback. Feedback

works best when provided consistently and immediately. Do not wait until a performance review to provide negative feedback. Use annual reviews as an opportunity to reflect back on past performance, what they learned and what opportunities they plan to pursue in the coming months (Whitehurst, 2015). The author strongly recommends that when giving feedback, ensure to balance negative criticism with comments that also put emphasis on the positives.

COMMUNICATION

The successful team employs a dynamic, ongoing process based on constant two-way communication and responsiveness using multiple channels to engage team members. The author asked participants if “one of the most important predictors of a team’s success is in the way management communicates with staff” and 98.7% strongly agreed or agreed with the statement (Survey, 2015). Hughes (2008), revealed a study by Deloitte on Canada’s top 50 employers. From their study, 73% of companies plan to increase internal communication.

One of the key differences between good and great teams is how effectively management generates feedback, listens to it, communicates the information forward and acts on it. Knowing what you want to be accomplished may seem clear in your head but being able to clearly and succinctly describe what you want to be done is often much more difficult and requires significant attention to detail.



A blog was posted entitled, “5 Characteristics of My Perfect Boss” and the number one “must have” was a good communicator (Gorey, 2015). To expect success, one must be able to define it. If Golf Professionals are looking for ways to communicate their vision, one must be prepared to be consistent and willing to repeat oneself. Repetition reinforces the vision. Clarity with passion will aid in gaining the trust of the team when setting clear, measurable goals. The above chart identified how industry leaders share their message. It is clear that technology in this digital age is advancing in how leaders communicate but the value of face to face communicating is still the most preferred way to reinforce the challenges and opportunities in keeping everyone informed. Leaders must take opportunities to make goals clear and public.

Golf Professionals need to spend the time to develop communication strategies designed to engage, influence and inspire. A tactical communications plan should include:

1. Communication goals and objectives in support of the club's mission/vision
2. Key themes and messages
3. Identify communications vehicles and channels
4. Determine the frequency, timing, and methods of delivering messages
5. Design feedback mechanisms to evaluate the effectiveness of communications
6. Revise and retool the communications plan based on feedback

Implementing a strategic communication plan ensures a continuous cycle including:

- **Analysis;** analyzing the current environment, including the goals and objectives,

- **Design**; creating strategies to gain buy-in among staff,
- **Development**; develop procedures or guidelines that assist the staff in meeting its clubs strategic goals and objectives,
- **Evaluation**; assessing performance to support continual improvement

This approach to strategic communications focuses planning efforts to ensure message consistency, shared understanding, and buy-in.

The author recommends that Golf Professionals measure their progress and celebrate the milestones along the way. Lencioni (2000) believes that great leaders ensure clarity by over-communicating their message. The author concludes that Golf Professionals must find ways to communicate frequently, clearly and consistently.

DELEGATING

Delegating can be difficult to overcome. It should be kept in mind that the goal should be to delegate more effectively, rather than to delegate more often. The truth is that in building a high-performance team, club employees want Golf Professionals to let go of responsibilities in some areas while providing more support in other sectors (Goldsmith, 2007). If the goal is to build a high-performance team, one must empower people to think for themselves and draw on their experience and wisdom (Johnson, 2007). The author realizes that to delegate; one must first stop assuming that it's faster and more efficient to take on employees' problems than to teach them to solve the problem. To let go of this thinking, one must start to think more like a leader. Leaders manage people by encouraging ownership and accountability among staff.

Skilled delegators know to ask questions rather than dictate orders. By asking, "What do you think should be performed?" employees are taught to propose solutions the next time they bring up a problem (Johnson, 2007). Learning to tailor

delegation strategies to the needs of the staff will also help develop employees' skills in the process (Goldsmith, 2007).

One of the challenges is to ensure employees that have delegated tasks, do not fail on completing the task. One way to ensure success is to track delegated assignments and provide target completion dates and regular monitoring of progress. Depending on the number of delegated assignments, the author believes that one should consider: project management software programs, an assignment log that tracks all projects, tasks, or functions, or written status reports. The author recommends Golf Professionals inspect what you expect, once delegated, and always follow up.

ACCOUNTABILITY

Accountability involves the exchange of questions, clarifications, and explanations to maintain the high performance of a club. To ensure accountability and improve training, consistent evaluation must occur. How can one hold employees accountable for something when there is no evaluation of what it is that employees are responsible for doing (Saks, 2009)? While the concept of individual and team accountability seems essential, without a framework in place that consists of behaviors and processes to drive personal accountability, team success will be limited.

Research shows that one useful form of sustaining accountability from employees is to stress continuous improvements and hold firm regarding the beliefs (Takaki, 2005). Training reinforces this strategy that includes testing an employee's knowledge bi-weekly regarding high-touch services that are expected practices. It is important to develop systems with individual performance-based success factors for measuring against specific performance metrics. Establishing management and

employee agreed-upon standards of performance, measures of success, and levels of accountability is a good place to start the framework. Metrics brings discipline. Disciplined minds lead to deliberate actions, which lead to results. Agreed upon parameters for follow-up and feedback while establishing a system for reporting progress on a regular basis help to identify areas of concern or achievements.

A review of Burke, Saks (2015) highlighted that a critical role of accountability lies in the transfer of training from the trainer to the trainee. They believe that the trainee should be held accountable for the transfer of information. Bustin (2014) supports this belief and believes that accountability is a two-way street, “doing what you said you would do within the time frame you agreed to do it.”

Accountability continues to surface in the training literature. Accountability is defined in the training literature as the degree to which management expects employees to use trained knowledge and skills on the job. Inspect and act on what you expect. By conducting the evaluation and providing feedback (reminding employees what they learned and what they are required to do), you will aid in holding employees accountable. The author asks industry leaders if they test employees, and only 44% indicated they do test (Survey, 2015). Baldwin and Magjuka (1991) stated that trainees that are expecting some form of follow-up activity after training reported stronger intentions to transfer knowledge learned (Saks, 2009). Based on the fact that employees were going to undergo an assessment meant that they were being held accountable for their learning and understood that the training was important. Having a follow-up meeting is an effective way to ensure trainees know management takes training seriously. When asking industry leaders if the Club holds employees accountable for the Clubs policies and procedures before starting, only 68% said yes they did (Survey, 2015).

The author recommends that Golf Professionals take time in the off-season to design several Accountability Tests (8 to 10 questions) with scheduled dates for all employees to ensure the transfer of knowledge is occurring after training and hold both trainer and trainee accountable.

When Clubs attempt to hold both employees accountable for the “transfer” of information from trainer to trainee, they are reducing the probability that the employee will neglect or forget their training. The author supports the notion that management must meet with the employees before and after training to discuss action plans and set goals. If senior management makes the effort to help improve employee skills, employees are more loyal and motivated. Eighty-eight percent of industry leaders surveyed strongly agreed or agreed on the impact management has in taking an interest in the employee (Survey, 2015). In essence, many Golf Professionals understand the importance of accountability yet face a knowledge gap when it comes to implementation.

When Clubs test and assess the required learning that occurred, both trainee and trainer become accountable for the transfer success. This helps to create a culture that values learning and its impact on the job. Enforcing accountability ensures that employees accept their responsibility in applying what they learned in training on the job.

TEAM DEVELOPMENT

The challenge facing clubs is to develop new teams every season that will respond to the member's/guest's needs within a very short time. Each golf facility operation is part of a series of interconnected processes. Team development working practices in the golf industry must address two different groups of employees; internal (full-time), and external (part-time, casual) workers. According to

some studies, team development has more than one dimension. Castka et al., (2001) believe that team development consists of three dimensions: individuals, team, and organization. They have suggested a “team development model” that links the three dimensions with three primary tasks: purpose, partnership, and process. For effective development to occur, attempts must be made to optimize the conditions in each dimension. There is general agreement the four stages of development that teams must go through when first assembled (Tuckman, 1965). The four stages and key points:

1. Forming:

- there is no shared understanding of what needs to be done
- little care for other's values and views
- feelings, weakness, and mistakes are covered up

2. Storming:

- Personal issues among staff
- The team is more outspoken and critical of others performance

3. Norming:

- Trust among team members
- Clarification and purpose of objectives
- Understanding of systems, open approach to getting the work completed

4. Performing:

- Everyone's energies are utilized
- Individual team members supporting one another
- Working as a one unit

From years of experience, the author realizes that to build a team one must place emphasis on developing and nurturing the knowledge, skills, and abilities of employees over the duration they remain with the club. This theory is supported by (Castka et al., 2001) who suggest that to overcome barriers to teamwork, team members must receive training and personal development. Management must incorporate succession planning for all positions in the department, building a long-term strategy for developing staff to move up to new positions. If Golf Professionals give their employees the chance to learn and grow, so will their value at the club. An example of this can be found outside of the industry with sports teams when management takes the time to develop players in the minor leagues before bringing them into the majors. The author supports research that suggests clubs implement high-commitment human resource systems. High-commitment starts with hiring for fit. By making every effort to match candidates with club culture, the club will be rewarded with increased results and lasting relationships. This type of system creates conditions that encourage employees to identify with the goals of the club and to strive to achieve them. High-commitment oriented HR systems invest in employees and include practices such as training and development, socializing, promoting from within and forming relationships between staff and management (Cheng-Hua et al., 2009). The author has witnessed that teams develop over the years by utilizing a system shared among major sports franchises and recommends that Golf Professional build a model that allows for growth from within the current team of employees.

RETENTION

Retaining good employees is one of the essential ingredients for success in building a high-performance team. The author acknowledges that retention in the

golf industry does not mean hanging on to every employee forever. It means keeping good employees for the most appropriate amount of time for their particular function or level. One thing retention is not, is continuing to invest in employees who, for whatever reason, are not contributing in positive ways to the club.

The author supports the notion that clubs must first remove the common obstacles to retention (Harvard, 2011):

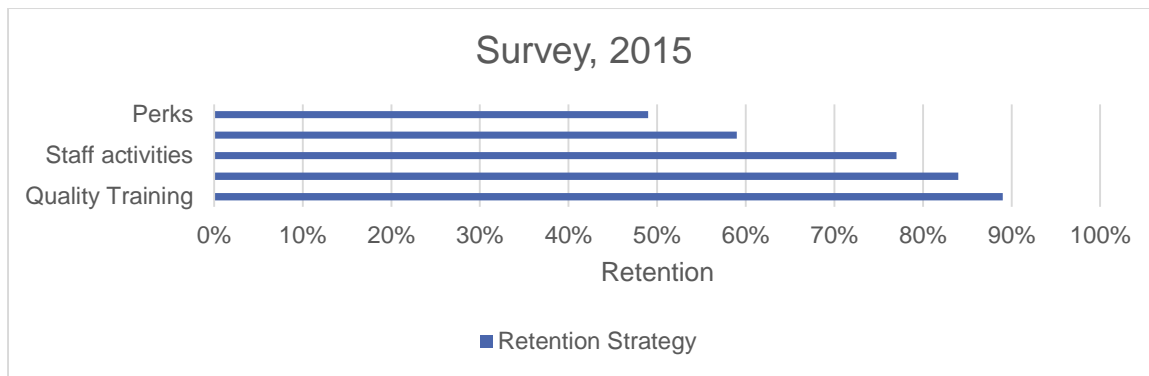
1. Burn-out
2. Work-life imbalance

Burnout results from involvement in situations that have too many negatives, such as work overload, conflicting demands, unclear objectives, and interpersonal conflict. Burnout does not come just from the number of hours an employee is working. Generations differ on how they approach work/life balance, authority, and other issues that affect employee retention. Differing assumptions have significant implications for the role work plays in each generation's lives and what individuals expect to receive from their work. Demographers have identified the following groups of people most likely in today's workforce:

- **Boomer generation** (born between 1946 and 1964)
- **Generation X** (born between 1965 and 1979)
- **Generation Y** (born between 1980 and 1995)

Strategies for retaining Boomers include supporting flexibility and making work interesting and meaningful. Strategies for retaining Gen X workers: give them options for career development, and provide an opportunity for work/life balance. Strategies for Generation Y: make it personal, provide feedback and expect it in return, and provide teaching, mentoring, and coaching (Harvard, 2011).

The author supports the findings from the industry leaders regarding retention:



Quality training was listed as the number one way that clubs retain employees. The work-life balance was second, yet only 41% surveyed implemented work-life balance programs. The author recommends that Golf Professionals aspiring to retain top talent must implement some common practices that are emerging among outside companies and industries. Staff activities can engage the employee to have a lasting effect and industry leaders have recognized this trend. Financial bonus and perks, such as access to golf will add to the retention of workers (Survey, 2015). (The author worked at a club that collected “gratuity” funds at the end of the season for hourly employees (divided among employees based on hours work) that were committed to returning. The bonus was paid out on December 15 of each year.)

Make your connections personal. Spend time every day checking in with individual employees to see how they’re doing – personally and professionally. When engaging in conversation, let the individual direct where the conversations go, so you don’t stumble on private or sensitive issues. According to Hughes (2008) employers who are committed to showing employees that they are valued and that opportunities exist for them, will improve the employer brand and have a positive effect in recruiting and retaining employees. The author agrees with Costen that the more satisfied an employee feels, the less likely they are to leave (Costen, 2010).

SECTION 4 – CONCLUSION

The research presented is intended to serve as a general road map for Golf Professionals to build and sustain a high-performance team focused on relationships, accountability and results. Although there is no one single formula for building and sustaining a high-performance team, there are clear concepts that have emerged from this body of work that specifically apply to succeeding in forming and maintaining a quality staff at a golf club. The pathway to achieving a high-performance outcome originates from the **commitment** of the leader to obtaining this goal and the attention to detail throughout the process. Golf clubs have two competitive advantages to offer members and guests: the physical golf course itself (design and condition) and the service. Leaders must build a culture based on beliefs and values to ensure that service becomes a competitive advantage.

Culture comes from the habits one develops and the actions one takes. There are choices each leader can make that, over time, will have an enormous effect on the overall success of the team of employees working to run the club. Incremental change, small wins are the starting point. One significant ingredient in building a sustainable culture is remaining intentional in actions. The club culture will be defined and reinforced by how leaders execute activities within the club.

Leaders must create processes that make exceptional performance the standard. Take the time to plan, which starts with strategically planning employee recruitment. Golf Professionals should not take shortcuts with the selection process nor delegate selection to inexperienced managers or workers. When hiring, be prepared to provide the resources necessary to assemble a high-performance team. Clubs that wish to elevate their teams must put more effort into formal training programs detailing precisely what the employee is expected to deliver. In today's

environment, it is impossible to offer high-touch services at high-performance standards without well-trained and well-informed employees. Develop and execute personal development plans. Help others view mistakes as learning opportunities. Leaders must actively engage in on-going development planning for their staff.

Exceptional leaders use as many communication tools as possible at their disposal to earn and maintain trust every day. Trust allows relationships to grow and flourish. The effort to sustain trust builds the foundation for commitment and continuous improvement. Golf Professionals must find ways to communicate frequently, clearly and consistently. Monitoring and providing feedback through communication channels to focus on developing strengths, to growing skills or changing behavior must be precise, and in real-time. Performance management is a strategic and integrated process for improving the performance of the employees and developing the capabilities of individual contributors and teams. Building a high-performance team is not just about people skills, abilities or knowledge. It's about the actionable aspects of **leadership, communication, and engagement**. The focus has shifted from treating employees like workers to understanding that they have specific needs from their work environments and that communicating to engage and embrace them is necessary. One of the best predictors of a team's success is its communication patterns. Understanding your team members' individual communication styles and inspiring shared vision will be a key to building and sustaining a high-performance team.

Leadership must recognize that what got a club to where it is currently, will not necessarily move it forward. It seems that the 10-12 hour day mentality of the golf industry has become the norm. Therefore, managers expect it from their employees. The author argues against this mindset, as it is unnecessary and serves

as a source of negativity against the mission of a club. Today's employees highly value personal life, remuneration, opportunities to advance, and challenges in their careers. Employers must learn and adopt the new human resource best practices of recruitment, hiring, training and developing, and job-fit accordingly. Companies must take into consideration the following factors: number of hours of work, salary packages, career development, and work-life balance. By respecting the individual and engaging them, employee retention can be achieved. Teams always reflect leadership, and the mighty truth is, that employees care about leaders who care about their employees.

The author continued to review literature that highlighted the importance of **communication**. When communicating to your team, leaders must communicate openly, honestly and often with consistency and be willing to repeat oneself. Drive free flow of timely and accurate information and communication throughout the department. Use a variety of methods (feedback, coach, teach, etc.) to help individuals attain higher levels of performance. Choose appropriate communication vehicles for each message (voice message, e-mail, direct communication, etc.). Channel communication to all those who need to be informed. The consistency of the message is crucial, and repetition reinforces that message. Being passionate about the message in the delivery will inspire those who are on the receiving end of the message. The author supports the notion that communication must flow both ways and listening is an important component of communicating. Delivering real-time feedback can address issues and concerns. Communicating one on one, (implementing a coaching program) demonstrates the commitment that creates a winning partnership.

Engage your employees, establishing a sense of team belonging. Monitor and measure performance while holding employees accountable. A workforce of highly engaged employees is the product of a company culture, which begins at the top of the organization. Achieving it requires investment, leadership, commitment, and time. It does not come about because of the right words on the mission statement posted on a wall. Golf Professionals that actively listen, recognize and appreciate staff build trust and engagement with the group of employees. Employees must see a connection between the clubs success and the fulfillment of their own, personal dreams and goals.

Meaningful training builds engagement that supports the development and helps plan succession. Training and career development builds confidence, improves service accuracy that impacts service performance and employee engagement. While it can be tempting to eliminate development plans to save on budgets and resources, good clubs know that learning and development are critical to employee retention and the longevity of a successful organization. Employees who experience vitality exude energy in themselves and others. Clubs can generate vitality by giving employees the sense that what they do on a daily basis makes a difference.

Successful leaders today, are required to build teams working towards:

1. A set of common goals, and objectives
2. Club commitment to the growth of people
3. Clarity in communicating the goals in objectives
4. Consistency in listening to and developing individuals
5. Fine tuning systems

Setting up a team with the right components of leadership, resources and personnel takes time and requires care and skill. The success of the club depends on the numerous customer touch points on the assembly line of golf (front line staff) determined by the quality of customer service delivered. High-touch services require high-performance standards and can be achieved by well-trained, and well-informed staff. Although perfection in the execution is probably not achievable, one can set a goal to execute consistently in an outstanding manner.

SECTION 5 – IMPLEMENTATION STRATEGY

This article introduces Golf Professionals and prospective Golf Professionals to the latest developments in Human Resources practices. Golf Professionals are encouraged to evaluate their current practices and consider developing and implementing new strategies to build and sustain high-performance teams.

Golf Professionals should ask themselves the following 15 questions about their leadership, to ensure they are incorporating best HR practices:

1. **Recruitment.** Have I dedicated the time and resources needed before I start recruiting? Do I have access to the recruitment sources that are most effective for Millennials and the cohort of employees that I wish to hire?
2. **Hiring.** Before hiring, have I completed detailed job descriptions and put serious thought into challenging the traditional roles of employment at the club? Are there better and more innovative ways to use our employees to achieve our goals? What do these job descriptions look like on a macro and micro level?
3. **Setting Expectations.** Have I ensured clarity and focus on what my expectations will be for the new hire? Am I dedicated to reinforcing these expectations over the course of the employee's contract?
4. **Engagement.** Do I take the time to engage all employees on a regular basis? Have I developed personal but professional relationships with my staff? Do I convey that I care about their professional development?
5. **Development.** Have I outlined and scheduled the training and development needs for each position? Have I designated a senior staff member or Assistant Professional to perform specific training roles?

6. **Goals.** Have I developed specific, measurable and time-bound goals and objectives? Do I have a checklist for employees that can help them obtain the micro-tasks that translate to meet the department's macro goals?
7. **Motivating.** Am I empowering and inspiring staff to meet high-performance standards? What am I doing to address my employee's primary motivations – to acquire their own personally defined success, to bond with others and to defend their ego? Are these underlying motivations taken into consideration throughout their employment?
8. **Monitoring.** Have I scheduled performance reviews and outlined performance metrics? Am I making performance reviews and meetings with my employees a priority and consistently carrying them out?
9. **Coaching.** Am I taking the time to coach my key employees? Am I implementing a strategy of coaching that leads to motivation and proper delegation with consistent monitoring?
10. **Feedback.** Am I prepared to provide positive and negative feedback, consistently? Am I implementing the level of tact that allows my feedback to be heard, accepted and understood by my employees?
11. **Communication.** Do I communicate openly, honestly, and often? Am I continually revisiting my communication strategies to evaluate them and trying new strategies?
12. **Delegation.** Am I prepared to delegate tasks and let employees learn by their mistakes? Am I empowering employees by letting them exercise their decision-making processes? Do employees feel distinct senses of achievement?

13. **Accountability.** Do I hold employees accountable for their actions? Am I also holding myself accountable for addressing the feedback I receive from employees?
14. **Team Development.** Have I developed a culture that fosters continuous improvement? Can I think of tangible examples of how my team is growing in a positive or negative manner? How can I address the positive and negative aspects of our team dynamic with the help of the other concepts presented here?
15. **Retention.** Am I taking stock of the reasons employees leave my Club? Am I cognisant of the need for work-life balance and what am I doing to help my employees achieve those needs while still functioning at a high performance level when at work? Am I fostering a personal but professional relationship with my employees?

Building teams and empowering employees cannot always easily be quantified in terms of a benefit to the club's bottom line; however, successful team development has been closely correlated to improved club performance and is a necessary component of a financially successful organization.

SECTION 6 - RECOMMENDATIONS FOR FUTURE RESEARCH

Future research on this topic conducted by fellow Professionals involving The Professional Golfers' Association of America or Professional Golfers' Association Australia, should aim to compare how clubs situated in regions that operate year round build and sustain their team of employees. Then compare to those that are similar to Canada's climate of operating in a seasonal environment (with the exception of British Columbia). There are essential components of building and maintaining a successful high-performance team that are unique to the seasonal environment and the general employment and economic conditions in Canada. It would be insightful to compare and contrast the topics presented in this Thesis for clubs that operate year round and in other countries and regions of North America.

SECTION 7 - DATA COLLECTION

Survey Frame

The survey frame consisted of:

1. Member of the Professional Golfers Association of Canada, who was recognized by their Zones as “Golf Professional of the Year” winners, from eight of nine zones in Canada. Note: The author was unable to contact one zone in Canada at the time of the survey.
2. Canadian Society of Club Managers, members who have attained their Certified Club Managers designation
3. Member of the Canadian Golf Superintendents Association, Score Golf Top 100 Ranking for 2014.

Survey Timeframe

May 13, 2015, Survey Approved by Master Professional Committee

May 19, 2015, Survey Participant Invitation

May 26, 2015, Survey Follow-up Participant Request

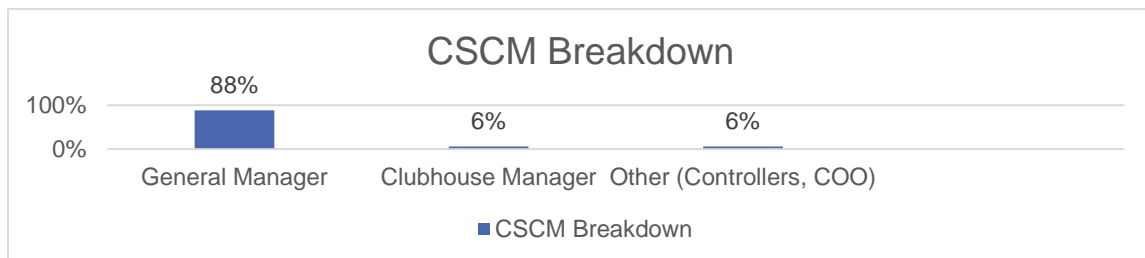
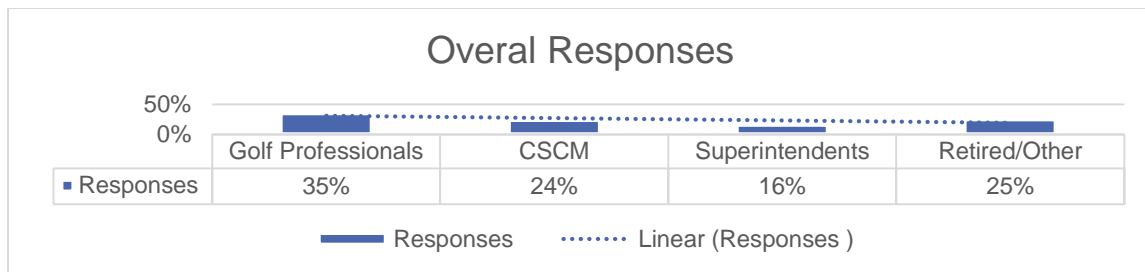
June 3, 2015, Survey Closing, Participant Thank You

June 4, 2015, Final Summary Report

June 16, 2015, Survey Summary Report Requested

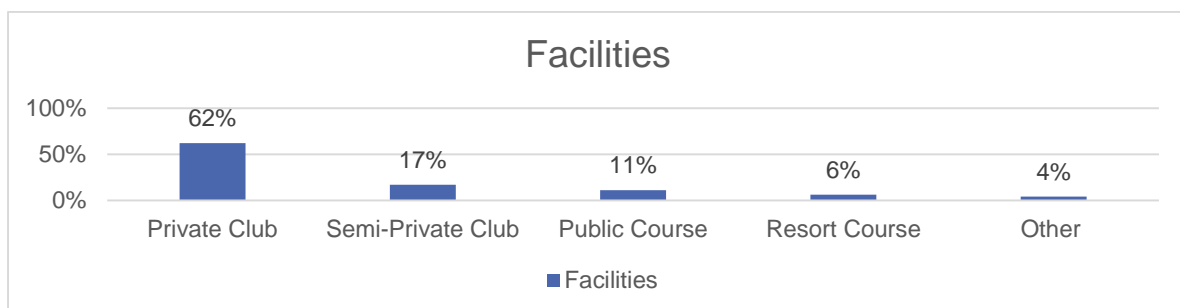
Survey Participation Summary

With 380 potential participants, the author collected names and email address for 229 individuals. The author emailed the target group the survey and 74 responses were returned (for a response rate of 32.3%).



Golf Professional responses came from Sasketewan 27%, British Columbia 19%, Ontario and Manitoba 15% each, Atlantic Canada 12%, Ottawa Valley 8%, and Quebec 4%. Alberta did not participate in the survey as the author could not make contact with anyone at the Alberta Zone to assist in getting a list of Zone winners for the past 25 years.

In an attempt to establish credibility to all four types of golf facilities in Canada, Private, Semi-Private, Public, and Resort, participants indicated the type of club the answers reflect.



The author acknowledges that an overwhelming number of respondents came from **Private** and Semi-Private Clubs but believed that the information can still be utilized at both Public Golf Courses and Resort Facilities.

The author requested information from participants on how long they worked “in the golf industry” to establish the experience of the respondent. Participants that responded have worked in the industry 26 years or more equaled 49.3%. Participants responded working 16 to 25 years, equaled 30.1%, 8 to 15 years, 16.4% and newcomers to the industry under eight years equaled 4.1%. The author asked participants “how many total working years of experience they have to offer?” The respondents were broken down into three categories, 63.5% accounted for 26 years and over, 27% have worked between 16 to 25 years while 9% have worked between 8 and 15 years.

APPENDIX A

Survey: Building and Sustaining a High-Performance Team

General Information

Thank you for taking the time out of your busy schedule to complete this survey. It should only take 6-10 minutes of your time. The information will be used to assist me in the completion of my Master Professional Thesis entitled, "Building and sustaining a high-performance team".

Logic: Show/hide trigger exists.

1) What is your current or last position held at a club?

☐ Member of the CSCM

☐ Golf Professional

☐ Superintendent

☐ Retired

☐ Other: _____

Comments:

Logic: Hidden unless Question "What is your current or last position held at a club?" #1 is one of the following answers ("Member of the CSCM")

2) If you are a member of the CSCM, please identify the position.

☐ General Manager

☐ Club House Manager

☐ Food and Beverage Manager

☐ Other: _____

Logic: Hidden unless Question "What is your current or last position held at a club?" #1 is one of the following answers ("Golf Professional")

3) What region of Canada will you be reporting from?

☐ British Columbia

☐ Alberta

☐ Saskatchewan

☐ Manitoba

☐ Northern Ontario

☐ Ontario

☐ Ottawa Valley

☐ Quebec

☐ Atlantic

4) What type of golf club will you be reporting on?

☐ Public Golf Course

☐ Semi-Private Golf Club

☐ Private Golf Club

☐ Resort Facility

☐ Other

5) How many years of experience do you have in the golf industry?

☐ 0-7

☐ 8-15

☐ 16-25

☐ 26 and over

6) How many years of work experience total do you have?

☐ 0-7

☐ 8-15

- ☐ 16-25
☐ 26 and over
-

Recruiting to Retention

7) Are you directly involved in the recruiting process? If so, would you identify the positions?

- ☐ Yes
☐ No

Comments:

8) Are you directly involved in the hiring process? If yes, briefly describe how.

- ☐ Yes
☐ No

Comments:

9) Which attributes are considered when assessing potential employees? (Please check all that apply)

- ☐ Educational Background
☐ Employment History
☐ Referral by internal staff
☐ Physical capabilities (e.g., required to lift/carry a certain weight)
☐ Golf Background (e.g., plays golf, handicap, etc.)
☐ Children/Relatives of Members or Customers
☐ Other: _____

Comments:

10) Please check any social media outlets you utilize to help fill staff positions?

- ☐ Facebook
☐ LinkedIn
☐ Instagram
☐ Twitter
☐ Other: _____
☐ N/A

11) Have you recruited from colleges and/or universities?

- ☐ Yes
☐ No
☐ Other: _____

Comments:

12) In your experience, please rate which aspects of job satisfaction you think are considered major factors to your employees?

- _____ The work itself
_____ Pay
_____ Co-workers
_____ Supervision
_____ Perks (e.g. free golf)

Comments:

13) In your experience, have you implemented work-life balance programs for employees? If yes, briefly describe how. (e.g., maximum five-day work week, 44 hours per week or 8 hours per day etc.)

- ☐ Yes
☐ No

☐ Other: _____

Comments:

14) In your experience, have you implemented a reward system that generated desired employee behaviours? If yes, please briefly describe the award program.

☐ Yes

☐ No

☐ Other: _____

Comments:

15) When senior management makes the effort to help improve employees' skills, employees are more loyal and motivated.

☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree

Comments:

16) Does your club offer any form of financial bonus structure for meeting sales targets/goals or other achievements? If yes, please briefly describe.

☐ Yes

☐ No

☐ Other: _____

Comments:

17) To foster a team culture, does your club plan staff activities outside of working hours? If yes, please briefly describe.

☐ Yes

☐ No

☐ Other: _____

Comments:

18) What incentives do you offer to employees so that they return the following season?

19) In your opinion, providing access to play the golf course with family and friends is a major benefit for retaining staff.

☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree

Comments:

20) The quality of training is a key factor in employee retention.

☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree

Comments:

21) The work-life balance is a key factor in employee retention.

☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree

Comments:

Communication

22) One of the most important predictors of a team's success is in the way management communicates with staff.

☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree

Comments:

23) Please check the daily communication methods you currently use with front line staff.

- ☐ In person
- ☐ Telephone
- ☐ E-mails
- ☐ Text Messages
- ☐ Online scheduling program (e.g., schedule fly)
- ☐ Pre-shift meeting updating staff of daily activities
- ☐ All of the above
- ☐ Other: _____

Comments:

24) When building your teams, do you set and communicate clear, measurable goals?

- ☐ Yes
- ☐ No
- ☐ Other: _____

Comments:

25) Which best describes your goal-setting?

- ☐ I set general goals (e.g., every hour the supervisor should do a walkabout)
- ☐ I am specific about the objectives (e.g., every hour the supervisor should communicate with the range, bag drop, and backshop attendant)
- ☐ I establish timetables
- ☐ All of the above

Comments:

26) When team goal-setting, do you differentiate between individual role expectations and the shared responsibility of team members?

- ☐ Yes
- ☐ No
- ☐ Other: _____

Comments:

27) Do you encourage team members to debate openly and discuss important issues? If yes, please share one or two rules (e.g., in person, via email etc.)

- ☐ Yes
- ☐ No
- ☐ Other: _____

Comments:

Monitoring & Feedback

28) In your experience, who determines how many employees are required to deliver services?

- ☐ General Manager
- ☐ HR Manager
- ☐ Department Manager
- ☐ All of the Above
- ☐ Other: _____

Comments:

29) Does your club clearly outline how performance will be monitored and measured?

☐ Yes

☐ No

☐ Other: _____

Comments:

30) Does your club have established plans for improving performance, as necessary?

☐ Yes

☐ No

☐ Other: _____

Comments:

Logic: Show/hide trigger exists.

31) Does the club implement regular performance reviews?

☐ Yes

☐ No

☐ Other: _____

Comments:

Logic: Hidden unless Question "Does the club implement regular performance reviews?" #31 is one of the following answers ("Yes", "Other")

32) As a part of performance reviews, do you follow up with an individual employee development plan that identifies areas for improvement and growth?

☐ Yes

☐ No

Comments:

Accountability

Logic: Show/hide trigger exists.

33) Does your club incorporate a formal staff-training program?

☐ Yes

☐ No

☐ Other: _____

Logic: Hidden unless Question "Does your club incorporate a formal staff training program." #33 is one of the following answers ("Yes", "Other")

34) In your training program, are employees made aware of their specific role on the team.

☐ Yes

☐ No

☐ Other: _____

Comments:

Logic: Hidden unless Question "Does your club incorporate a formal staff training program." #33 is one of the following answers ("Yes", "Other")

35) Does your club have a designated staff trainer?

☐ Yes

☐ No

☐ Other: _____

☐ Not applicable

Comments:

Logic: Hidden unless Question "Does your club incorporate a formal staff training program." #33 is one of the following answers ("Yes", "Other")

36) Is the staff trainer held accountable?

☐ Yes

☐ No

Comments:

Logic: Show/hide trigger exists. Hidden unless Question "Does your club incorporate a formal staff training program." #33 is one of the following answers ("Yes", "Other")

37) Does your club test employees?

☐ Yes

☐ No

☐ Other: _____

Comments:

Logic: Hidden unless Question "Does your club test employees?" #37 is one of the following answers ("Yes", "Other")

38) Does your club hold employees accountable on the required knowledge for club policies and procedures prior to starting?

☐ Yes

☐ No

☐ Other: _____

Comments:

39) Which best describes your clubs staff orientation?

☐ One session for all employees

☐ Additional session for each department

☐ Additional sessions for new employees hired during the season

☐ All of the above

☐ Other: _____

Comments:

Logic: Show/hide trigger exists.

40) Does your club provide staff handbooks?

☐ Yes

☐ No

☐ Other: _____

Comments:

Logic: Hidden unless Question "Does your club provide staff handbooks?" #40 is one of the following answers ("Yes", "Other")

41) Does each department prepare staff handbooks that include position descriptions? (e.g., First Assistant, Second Assistant, Range Attendant, etc.)

☐ Yes

☐ No

☐ Other: _____

Comments:

Logic: Hidden unless Question "Does your club provide staff handbooks?" #40 is one of the following answers ("Yes", "Other")

42) Are the staff handbooks updated every year?

☐ Yes

☐ No

☐ Other: _____

Comments:

Survey Evaluation

43) If you have any questions or comments regarding this survey, please use the space below:

44) If you would like to receive a summary of the survey, please email dancampbellgolf@gmail.com.

Thank you for your participation!

Thank you for completing this survey. Your responses will help me better understand how clubs build and sustain high-performance teams. I greatly appreciate your time and contribution.

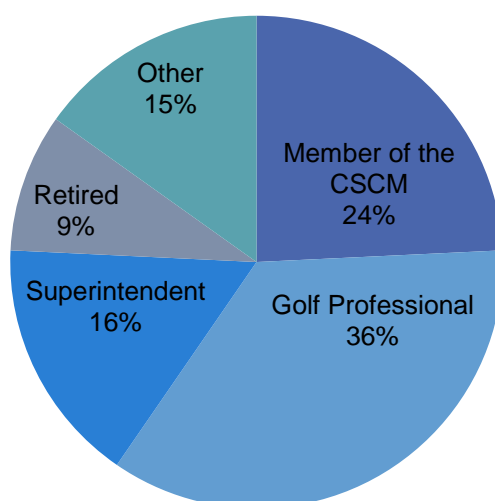
Dan Campbell

APPENDIX B

Survey Results - Final Summary Report - 04 June 2015

Survey: Building and Sustaining a High-Performance Team

1. What is your current or last position held at a club?

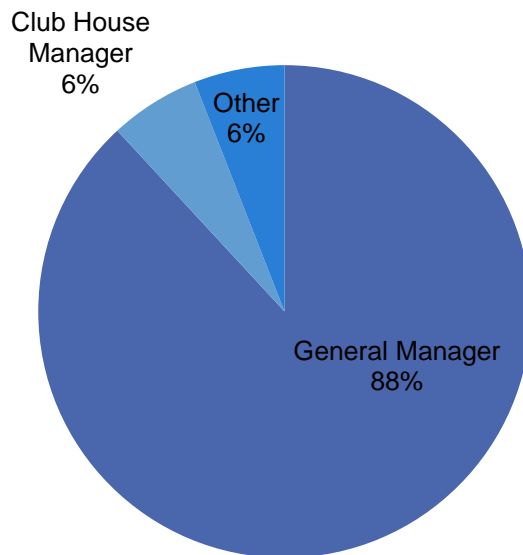


Value	Percent	Count
Member of the CSCM	24.3%	18
Golf Professional	35.1%	26
Superintendent	16.2%	12
Retired	9.5%	7
Other	14.9%	11
Total		74

Responses "Other."	Count
Left Blank	65
Assistant Superintendent	1
Consultant	1
Controller	1
Director Food and Beverage	1
Director of Golf - Head Golf Professionals and GM	1
Director of Operations / Head Professional	1

General Manager	3
Regional Director - NGCOA	1
Clubhouse manager	1

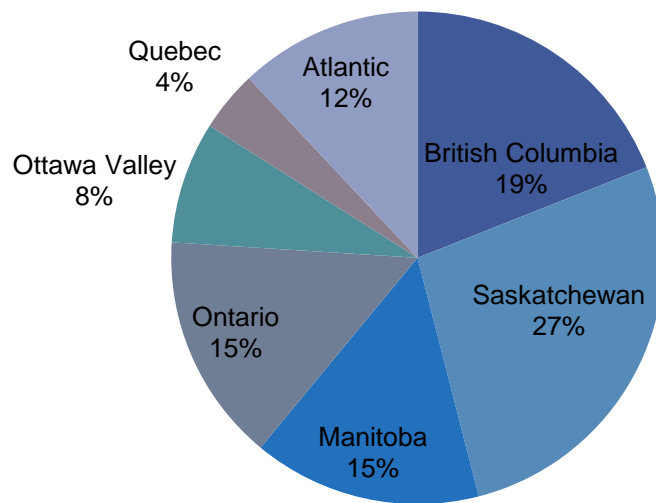
2. If you are a member of the CSCM, please identify the position.



Value	Percent	Count
General Manager	88.9%	16
Club House Manager	5.6%	1
Food and Beverage Manager	0.0%	0
Other	5.6%	1
Total		18

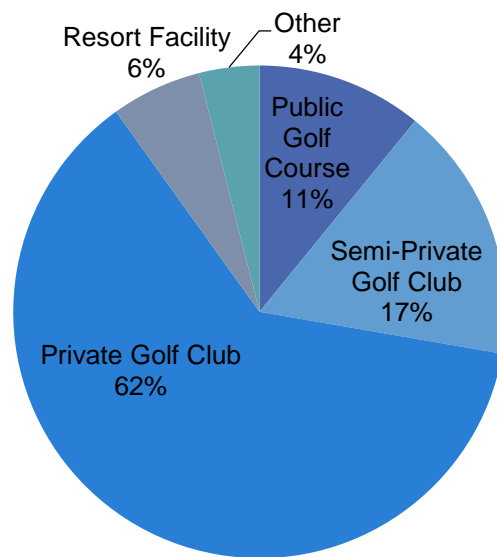
Responses "Other."	Count
Left Blank	75
COO	1

3. What region of Canada will you be reporting from?



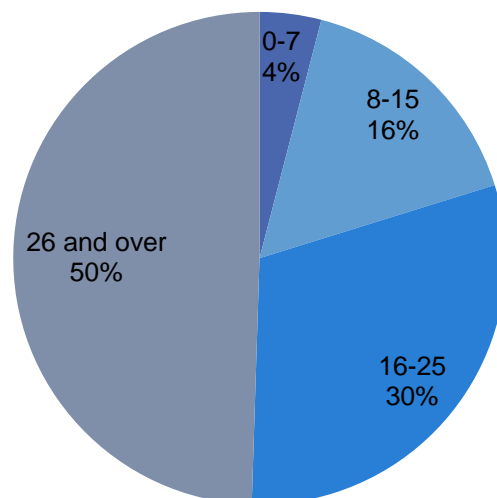
Value	Percent	Count
British Columbia	19.2%	5
Alberta	0.0%	0
Saskatchewan	26.9%	7
Manitoba	15.4%	4
Northern Ontario	0.0%	0
Ontario	15.4%	4
Ottawa Valley	7.7%	2
Quebec	3.9%	1
Atlantic	11.5%	3
Total		26

4. What type of golf club will you be reporting on?



Value	Percent	Count
Public Golf Course	11.1%	8
Semi-Private Golf Club	16.7%	12
Private Golf Club	62.5%	45
Resort Facility	5.6%	4
Other	4.2%	3
Total		72

5. How many years of experience do you have in the golf industry?

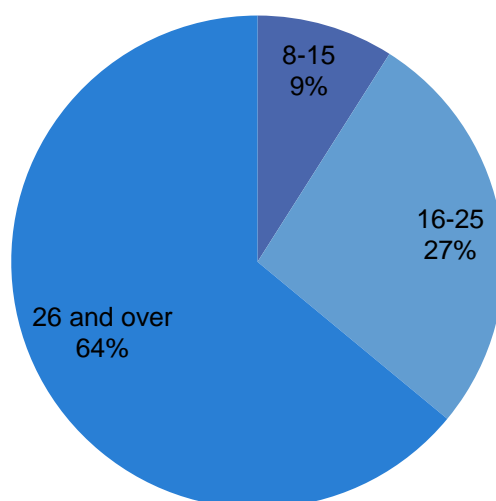


Value	Percent	Count
0-7	4.1%	3
8-15	16.4%	12
16-25	30.1%	22
26 and over	49.3%	36
Total		73

Statistics

Sum	1,384.0
Average	19.8
Std Dev	6.9
Max	26.0

6. How many years of experience work total do you have?

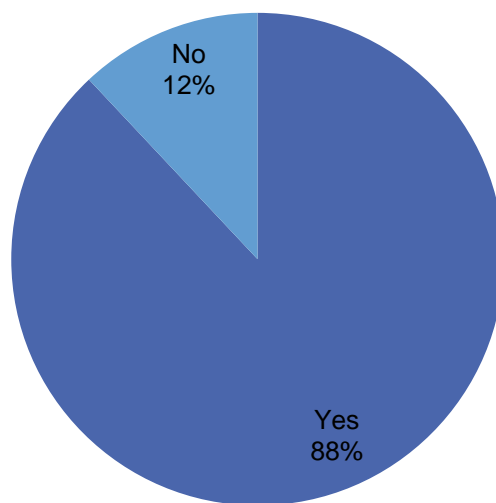


Value	Percent	Count
0-7	0.0%	0
8-15	9.5%	7
16-25	27.0%	20
26 and over	63.5%	47
Total		74

Statistics

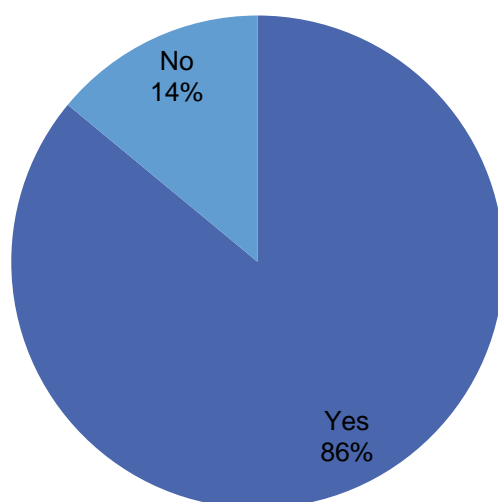
Sum	1,598.0
Average	21.6
Std Dev	6.2
Max	26.0

7. Are you directly involved in the recruiting process? If so, would you identify the positions?



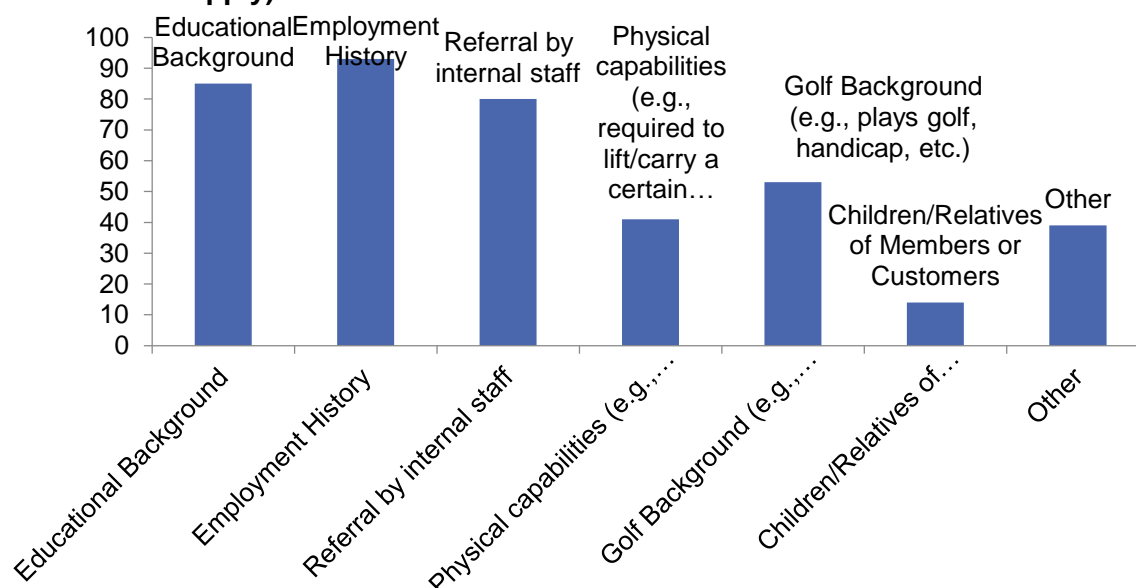
Value	Percent	Count
Yes	87.8%	65
No	12.2%	9
Total		74

8. Are you directly involved in the hiring process? If yes, briefly describe how.



Value	Percent	Count
Yes	86.5%	64
No	13.5%	10
Total		74

9. Which attributes are considered when assessing potential employees? (Please check all that apply)



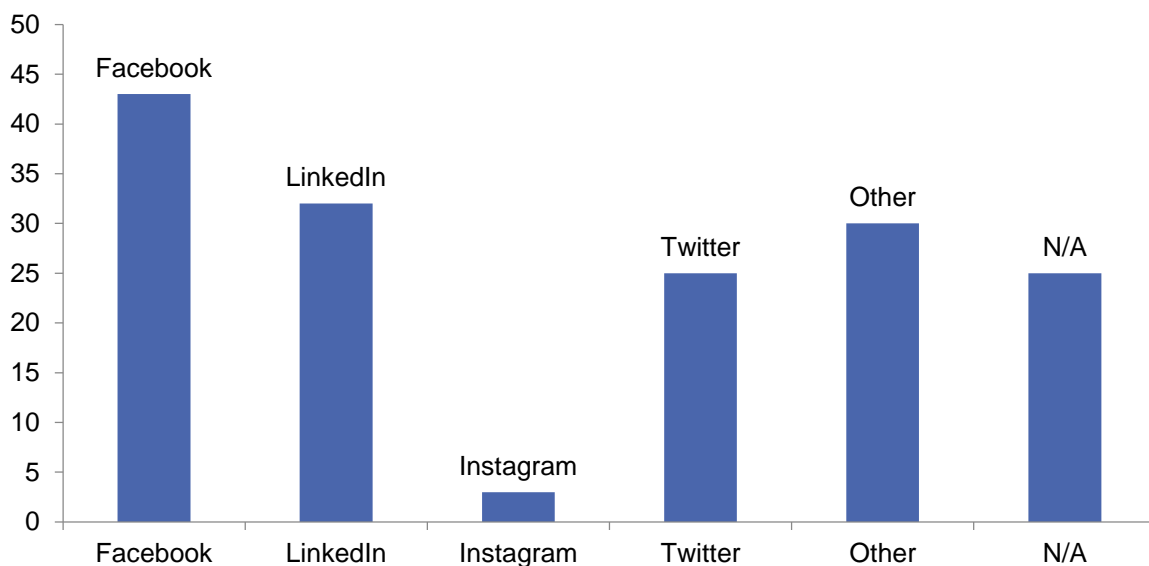
Value	Percent	Count
Educational Background	85.1%	63

Employment History	93.2%	69
Referral by internal staff	79.7%	59
Physical capabilities (e.g., required to lift/carry a particular weight)	40.5%	30
Golf Background (e.g., plays golf, handicap, etc.)	52.7%	39
Children/Relatives of Members or Customers	13.5%	10
Other	39.2%	29
Total		74

Responses "Other."	Count
Left Blank	47
Ability to think independently and problem solve.	1
Attitude	1
Availability	1
Community Activity	1
Fit with club culture	1
Good interpersonal skills and engaging personality	1
Have I heard of this person elsewhere?	1
Interpersonal skills, profile fit and service attitude	1
Personality	3
Personality and ability to communicate effectively	1
Personality is the most important	1
Personality to fit with our team	1
Reading between the lines, assessing candidates and experience.	1
References from peers in the industry	1
Volunteer contributions in their community, extra-curricular activities	1
Ability to live away from home for the season, co-op education, commitment to the club	1
A part of some team	1
Attitude	1

Attitude is paramount	1
Attitude, personal presentation	1
Designations	1
Employees from other facilities we operate	1
Personal presentation	1
Personality	1
Positive attitude	1
Appearance, honesty, punctuality, respect, conversationalist, personality, like of people, ability to shake hands correctly	1
Credentials, certifications, achievements in the industry, other life skills, aptitude for service	1

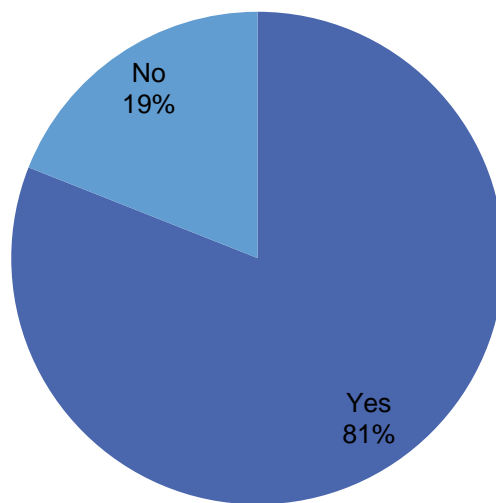
10. Please check any social media outlets you utilize to help fill staff positions?



Value	Percent	Count
Facebook	43.5%	30
LinkedIn	31.9%	22
Instagram	2.9%	2
Twitter	24.6%	17
Other	30.4%	21
N/A	24.6%	17
Total		69

Responses "Other."	Count
Left Blank	57
Ads online s/a Craig's list	1
Craigslist	1
H-Careers	1
Indeed	1
Indeed / Kijiji / Association postings	1
Indeed.com	1
Kijiji	1
Kijiji, H Careers	1
Kijiji, our company, has a recruiting website	1
Local newspaper/Internet sites	1
National Association postings	1
Online local worksites for possibly industry sites such as CSCM or PGA of BC or Canada	1
Kijiji	1
Local media, university/college career boards	1
Media was before my time.	1
Newspaper, community futures	1
PGA website and programs	1
Word of mouth, junior clinics	1
I have never had to advertise for a position that was available. Most of my key positions were filled by referrals and applications sent to me.	1

11. Have you recruited from colleges and Universities?



Value	Percent	Count
Yes	81.1%	60
No	18.9%	14
Other	0.0%	0
Total		74

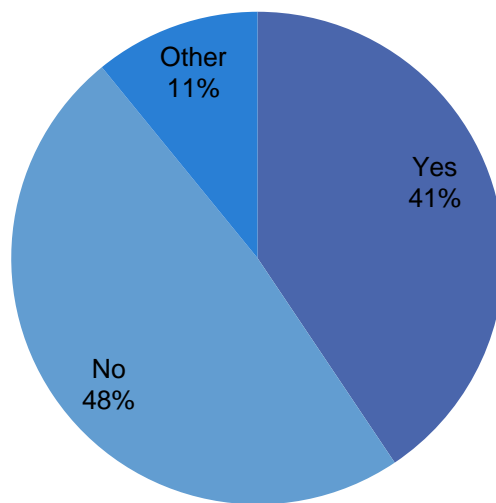
Responses "Other."	Count
Left Blank	76

12. In your experience, please rate which aspects of job satisfaction you think are considered major factors for your employees?

	Score*	Overall Rank
Perks (e.g. free golf)	199	1
Supervision	174	2
Pay	174	3
The work itself	170	4
Co-workers	133	5

The score is a weighted calculation. Items ranked first are valued higher than the following ranks; the score is the sum of all weighted rank counts.

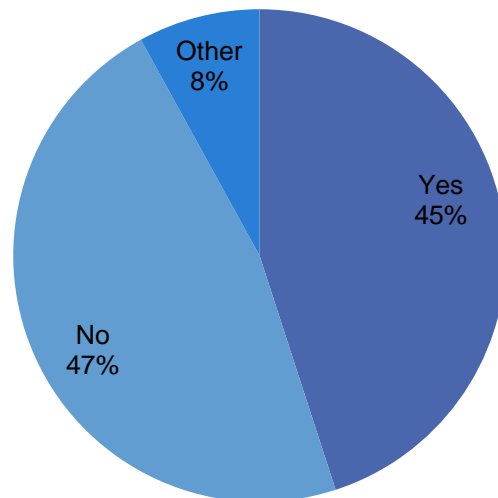
13. In your experience, have you implemented work-life balance programs for employees? If yes, briefly describe how. (e.g., maximum five-day work week, 44 hours per week or 8 hours per day, etc.)



Value	Percent	Count
Yes	40.5%	30
No	48.7%	36
Other	10.8%	8
Total		74

Responses "Other."	Count
Left Blank	68
Five days/ 40 hours week	1
Legal requirements	1
Try but in this business it is tough during peak season.	1
We are on a "work every other weekend" schedule. Weekend work is 4 hours max per day	1
Forced time off	1
Not formally	1
On-going understanding within our team	1
See below	1

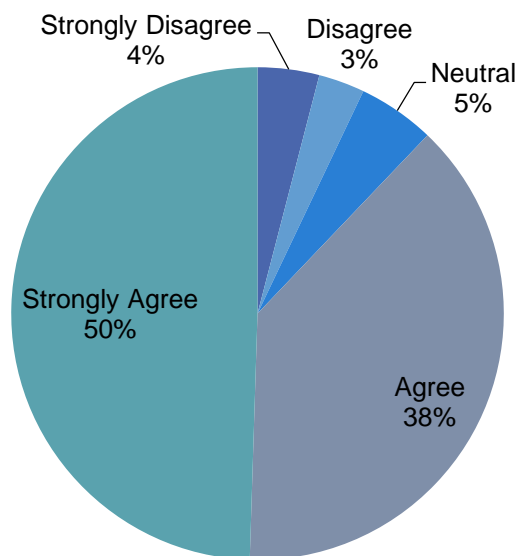
14. In your experience, have you implemented a reward system that generated desired employee behaviours? If yes, please briefly describe the award program.



Value	Percent	Count
Yes	44.6%	33
No	47.3%	35
Other	8.1%	6
Total		74

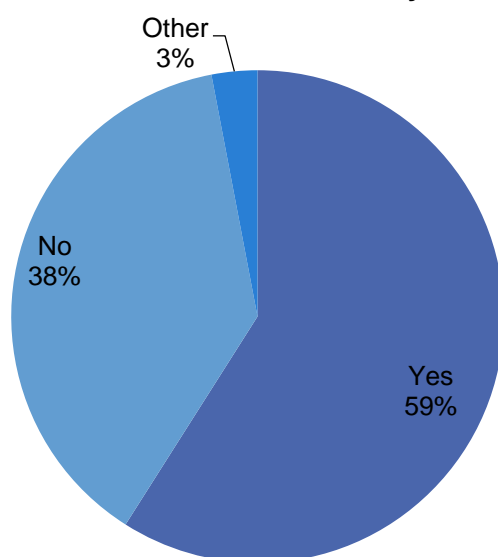
Responses "Other."	Count
Left Blank	70
Due to recognition and constant training support.	1
I think so	1
Just compensation	1
Recognition not reward	1
Sales Incentive	1
No formal reward system just explicit recognition	1

15. When senior management makes the effort to help improve employees' skills, employees are more loyal and motivated.



Value	Percent	Count
Strongly Disagree	4.1%	3
Disagree	2.7%	2
Neutral	5.5%	4
Agree	38.4%	28
Strongly Agree	49.3%	36
Total		73

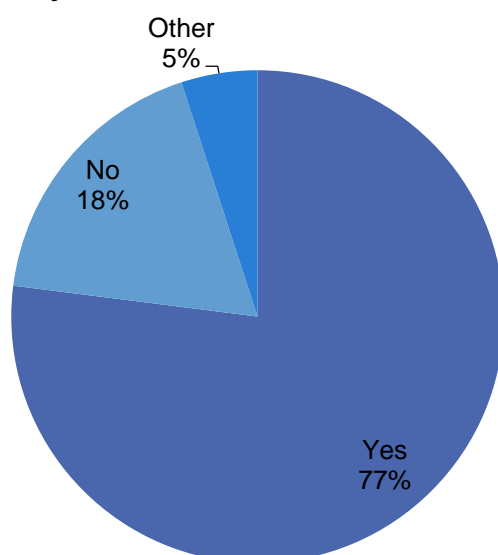
16. Does your club offer any form of financial bonus structure for meeting sales targets/goals or other achievements? If yes, please briefly describe.



Value	Percent	Count
Yes	58.9%	43
No	38.4%	28
Other	2.7%	2
Total		73

Responses "Other."	Count
Left Blank	74
I had the shop, so I provide the bonuses	1
General bonus	1

17. To foster a team culture, does your club plan staff activities outside of working hours? If yes, please briefly describe.



Value	Percent	Count
Yes	77.0%	57
No	17.6%	13
Other	5.4%	4
Total		74

Responses "Other."	Count
Left Blank	72
I plan them	1
Annual dinners	1
Social events	1
Three staff parties a year, seasons tickets available for baseball, departments also work on their own to plan events	1

18. What incentives do you offer to employees so that they return the following season?

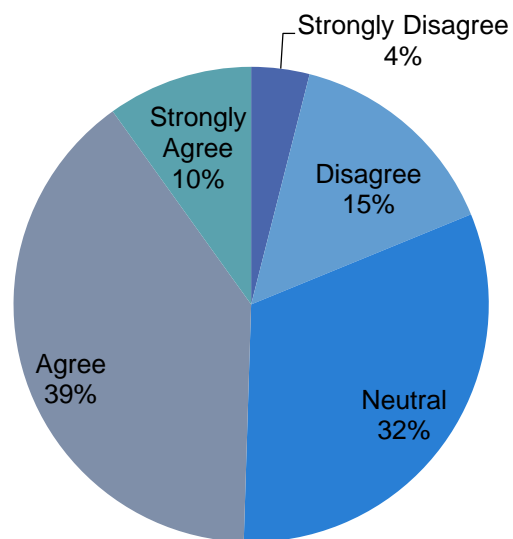
Count	Response
1	\$1 increase for seasonal and fun environment
1	An excellent work environment and pay increase.
1	A great working atmosphere.
1	A raise and increased responsibilities
1	A good place to work
1	Continued training and increased pay
1	Education assistance program, bonus plan
1	End of season bonus, health benefits (now that ACA is on affect).
1	Golf Club Package, Clothing allowance, Playing Privileges, Guest Privileges
1	Good pay, working environment, golfing privileges' and a good meal plan
1	Good job environment
1	I have never had to.
1	The increase in pay. Christmas bonus. Training courses in areas of interest.
1	Increased wages, more hours and more responsibility.
1	The modest pay raises for second-year employees.
1	More flexibility in scheduling. Investment in PD.
1	More perks
1	More responsibility and pay increase.
6	None
1	None specifically
1	None. They love coming back.
1	None. Employees that stay more than two years get temporary benefits
1	Nothing. Turnover was very low by creating a fun place to work.
1	The opportunity to return to the job.

1	Pay increase and increased responsibilities
1	Pay increases
1	Payment of Dues, Cost of Living Allowance increases
1	Preferred time off
1	Responsibility growth with an increase in financial compensation.
1	Return because of good core staff. They feel valued
1	Return bonus at the end of the season
1	Their golf jobs.
1	Wage increase
1	We are a year round City Club.
1	Year round work whenever possible.
1	Year-end bonus
1	Year-end incentive based on hours worked and sales for servers.
1	Great place to work.
1	A job
1	A schedule that fits their needs
1	Annual pay increase, annual increase in end of season bonus
1	Staff continue to get employment and promotions when available
1	Key personnel are offered hourly wage increases commensurate with experience and performance.
1	Medical, dental
1	Money
1	Pay increases and an employment guarantee as long as they confirm by March 1
1	Seniority that translates into scheduling preference and little more pay.
1	Uniforms, boots, lunch plan, golf
1	Usually, money but Club incentive deals this year worked for two.

1	My back-shop staff, I do not offer incentives as I have too many resumes per year. The front shop I offer pay raise and perks involving the product. I have staff members that have been here for 10-15 years. Not much incentive needed, just creating a positive work environment seems to be successful for us.
1	I employed my assistants through Christmas. Put them on bonus plans. Provided them with n/c equipment and a cost plus 10% deal on any purchases. I also evaluated all my staff at the end of the season, and the evaluation put them into a salary level for the next year.
1	Not much. We work on strong company culture and friendships to foster loyalty. Most summer employees are university students, and they realize that this is a good, fun job for the summer working with their friends.
1	Wage increases that coincide with experience at the Club. Increased responsibilities for staff who show promise and commitment to the Club.
1	I hope that they enjoy our facility, culture and other personnel that may make them want to come back.
1	Our Club is on the west coast and doesn't have seasonality. We don't offer incentives but do try to treat each employee with respect and make sure that each one knows the importance of how they fit into the organization and contribute to its success.
1	The opportunity to continue towards their career goals and to prepare them for their next step. I see this as a team effort.
1	Though we do have seasonal employees, we are more of a year round Club, so we do little in this area.
1	In the past, we have taken a percentage of gratuities into a pool and paid those who have stayed to the end of the season a reward. No programs for returning next season. Getting them started is not usually the problem. Keeping them after the September long weekend often is.
1	A great place to work!!! Some secondary compensation benefits depending on seniority and role within the Club, i.e. Management team member. Compensation agreements are discussed with the particular employees before the start of every season.
1	Promotions if possible, the cost of living allowance increase and merit increases based on supervisor evaluations.
1	The atmosphere we tried to create in the workplace, and outside were a contributing factor to our success with staff

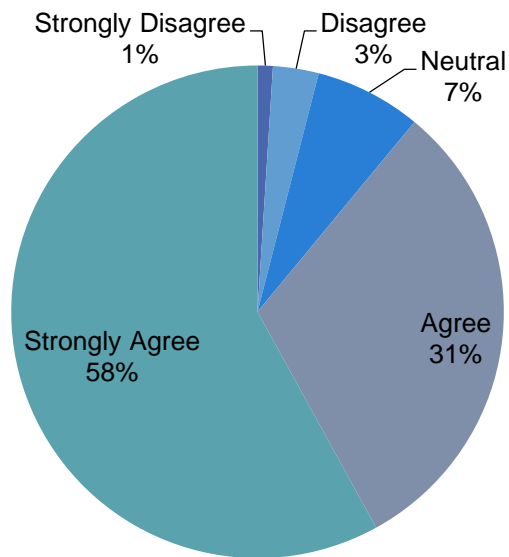
	returning. Of course, we were not perfect, but the relationships that were created will last forever.
1	Other than a fun, positive work environment that fosters their development and support them, as professionals or young adults building work skills to move into their chosen field...nothing. There are no discussions of raises if they return or anything of the like.
1	For key personnel, I try to maintain contact over the offseason. I also try and employ CPGA professionals for as long as possible in the spring and fall.

19. In your opinion, providing access to play the golf course with family and friends is a major benefit for retaining staff.



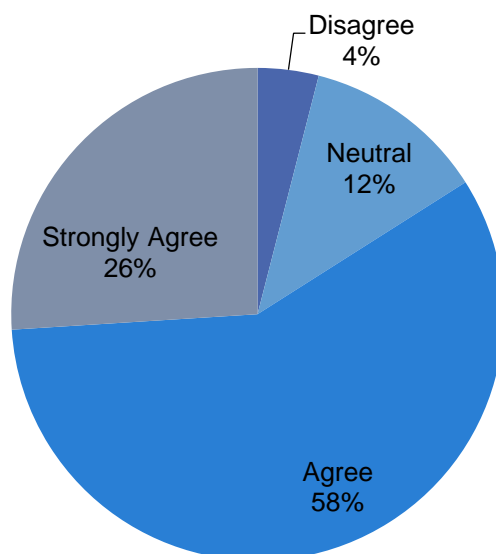
Value	Percent	Count
Strongly Disagree	4.1%	3
Disagree	15.1%	11
Neutral	31.5%	23
Agree	39.7%	29
Strongly Agree	9.6%	7
Total		73

20. The quality of training is a key factor in employee retention.



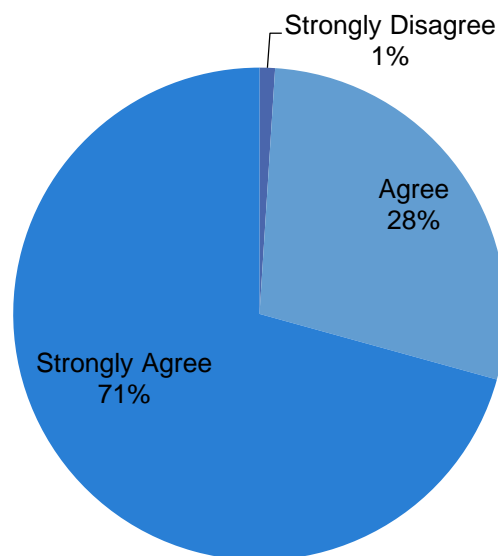
Value	Percent	Count
Strongly Disagree	1.4%	1
Disagree	2.7%	2
Neutral	6.8%	5
Agree	31.1%	23
Strongly Agree	58.1%	43
Total		74

21. Work-life balance is a key factor in employee retention.



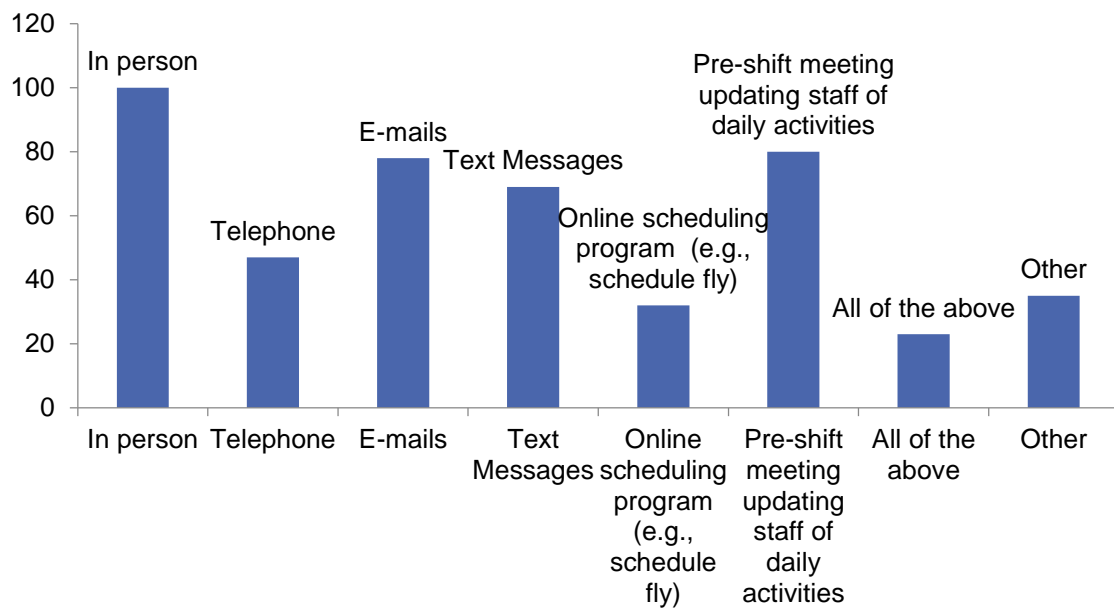
Value	Percent	Count
Strongly Disagree	0.0%	0
Disagree	4.1%	3
Neutral	12.3%	9
Agree	57.5%	42
Strongly Agree	26.0%	19
Total		73

22. One of the most important predictors of a team's success is in the way management communicates with staff.



Value	Percent	Count
Strongly Disagree	1.4%	1
Disagree	0.0%	0
Neutral	0.0%	0
Agree	28.4%	21
Strongly Agree	70.3%	52
Total		74

23. Please check off the daily communication methods you currently use with front line staff.

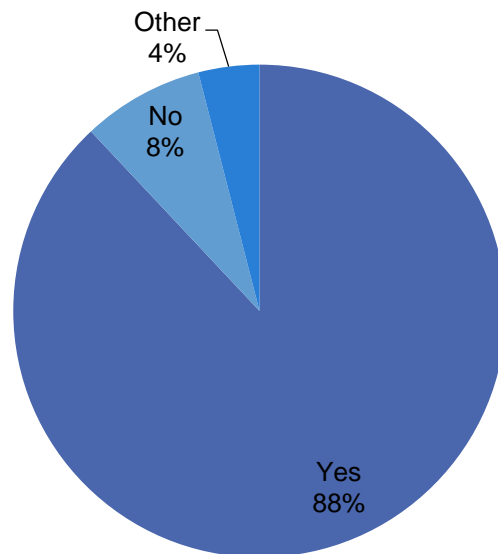


Value	Percent	Count
In person	100.0%	74
Telephone	47.3%	35
E-mails	78.4%	58
Text Messages	68.9%	51
Online scheduling program (e.g., schedule fly)	32.4%	24
Pre-shift meeting updating staff of daily activities	79.7%	59
All of the above	23.0%	17
Other	35.1%	26
Total		74

Responses "Other."	Count
Left Blank	67
Facebook group	1
Facebook page	1
Monthly staff meetings	1
Weekly management team meetings and regular department meetings	1

Daily chalkboard messages	1
Facebook group page	1
Signs, notes.	1
Staff calendar	1
Staff lunches	1

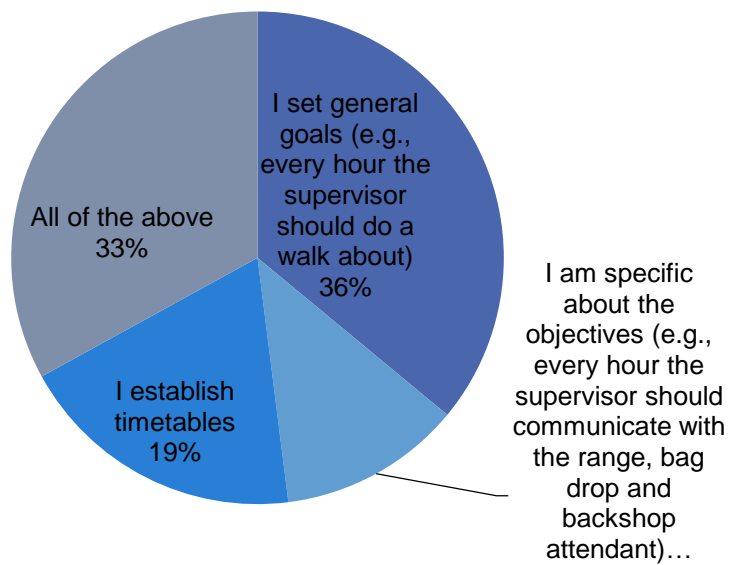
24. When building your teams, do you set and communicate clear, measurable goals?



Value	Percent	Count
Yes	87.7%	64
No	8.2%	6
Other	4.1%	3
Total		73

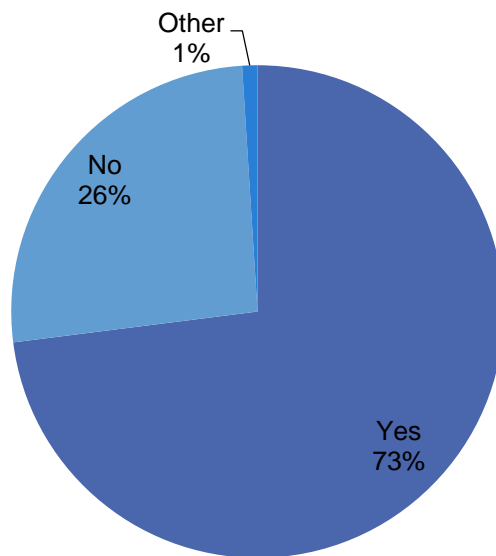
Responses "Other."	Count
Left Blank	73
Try to - they evolve	1
Difficult	1
Sometimes	1

25. Which best describes your goal setting?



Value	Percent	Count
I set overall goals (e.g., every hour the supervisor should do a walkabout)	35.8%	24
I am specific about the objectives (e.g., every hour the supervisor should communicate with the range, bag drop, and back-shop attendant)	11.9%	8
I establish timetables	19.4%	13
All of the above	32.8%	22
Total		67

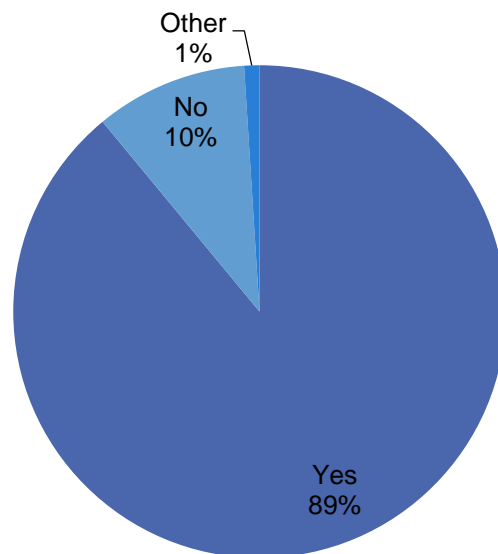
26. When team goal-setting, do you differentiate between individual role expectations and shared responsibilities of team members?



Value	Percent	Count
Yes	72.6%	53
No	26.0%	19
Other	1.4%	1
Total		73

Responses "Other."	Count
Left Blank	75
It naturally falls that way	1

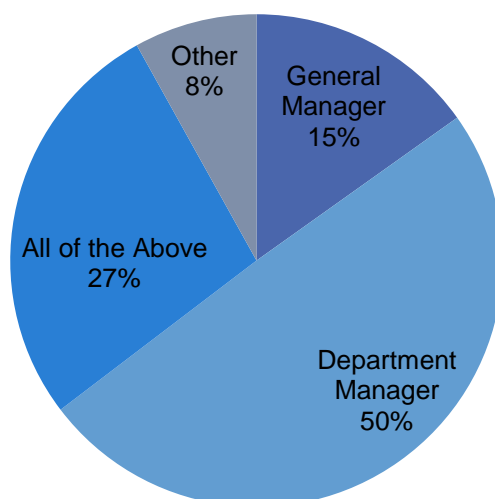
27. Do you encourage team members to debate openly and discuss important issues? If yes, please share one or two rules (e.g., in person, via email, etc.)



Value	Percent	Count
Yes	89.0%	65
No	9.6%	7
Other	1.4%	1
Total		73

Responses "Other."	Count
Left Blank	75
In person	1

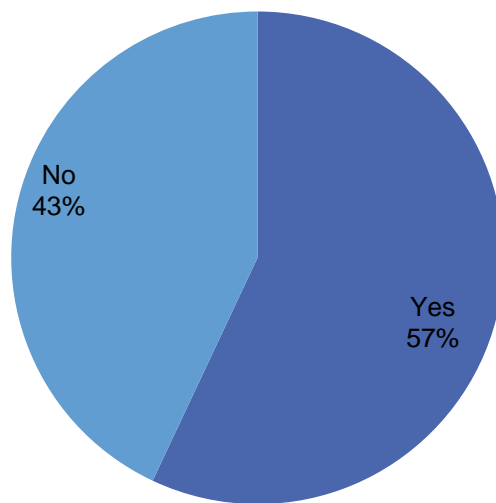
28. In your experience, who determines how many employees are required to deliver services?



Value	Percent	Count
General Manager	15.5%	11
HR Manager	0.0%	0
Department Manager	49.3%	35
All of the Above	26.8%	19
Other	8.5%	6
Total		71

Responses "Other."	Count
Left Blank	70
Budget Process	1
Department Manager with input from Board of Directors via GM	1
Head Professional	1
I am self-employed, I determine	1
Professional	1
Usually myself and area manager	1

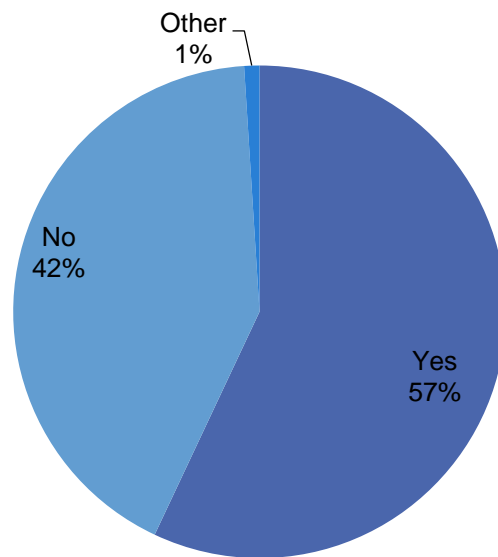
29. Does your club clearly outline how performance will be monitored and measured?



Value	Percent	Count
Yes	56.9%	41
No	43.1%	31
Other	0.0%	0
Total		72

Responses "Other."	Count
Left Blank	76

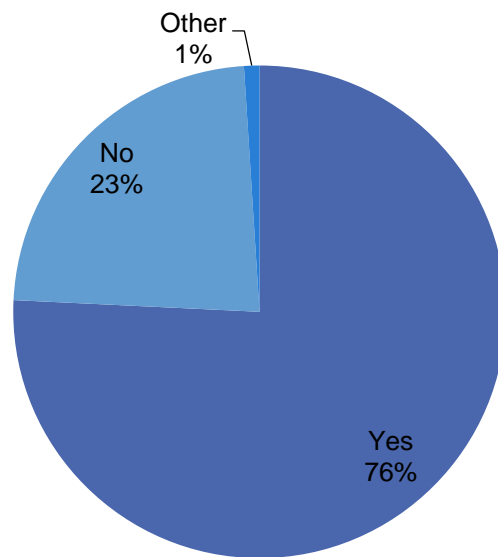
30. Does your club have established plans for improving performance, as necessary?



Value	Percent	Count
Yes	56.9%	41
No	41.7%	30
Other	1.4%	1
Total		72

Responses "Other."	Count
Left Blank	75
goes to support	1

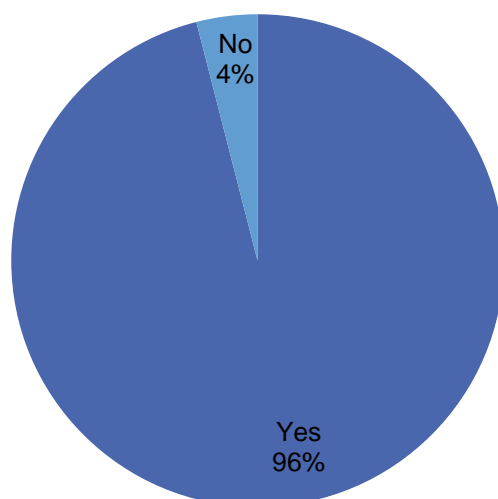
31. Does the club implement regular performance reviews?



Value	Percent	Count
Yes	75.3%	55
No	23.3%	17
Other	1.4%	1
Total		73

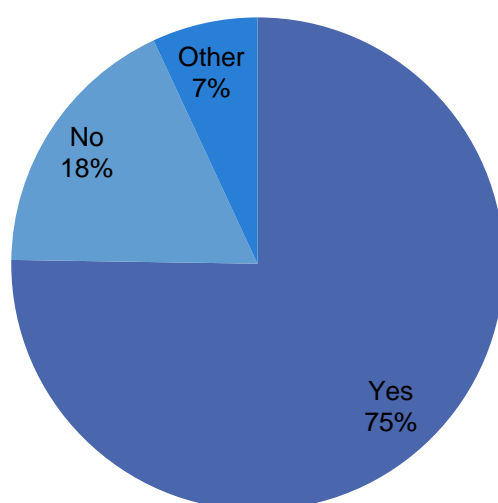
Responses "Other."	Count
Left Blank	75
Nothing consistent	1

32. As a part of performance reviews, do you follow up with an individual employee development plan that identifies areas for improvement and growth?



Value	Percent	Count
Yes	96.4%	54
No	3.6%	2
Total		56

33. Does your club incorporate a formal staff training program?

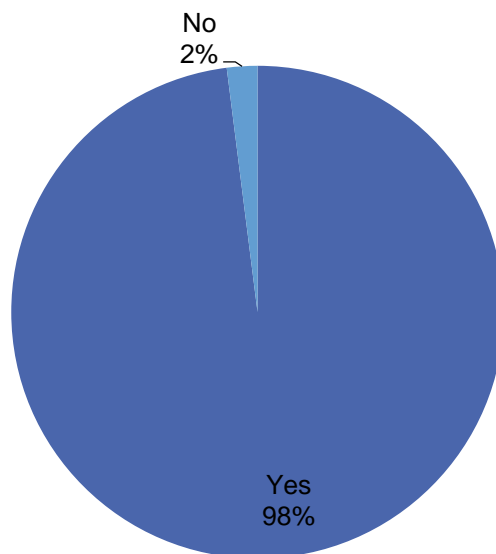


Value	Percent	Count
Yes	75.7%	56
No	17.6%	13

Other	6.8%	5
Total		74

Responses "Other."	Count
Left Blank	71
Annual training, but very informal	1
I do this on my own for the staff I handle	1
Sr. staff are left to train new staff on their own.	1
Not "formal."	1
Very personal	1

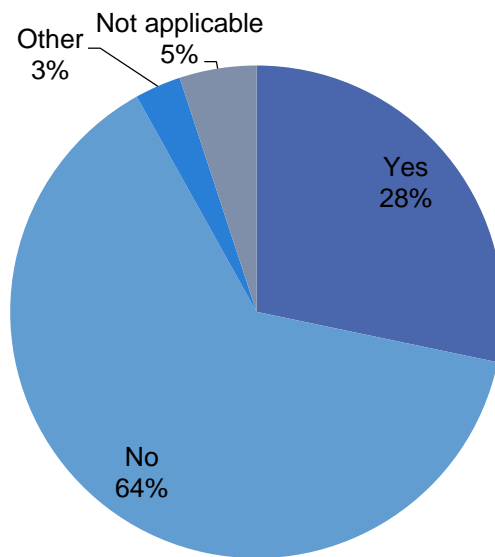
34. In your training program, are employees made aware of their specific role on the team.



Value	Percent	Count
Yes	98.4%	60
No	1.6%	1
Other	0.0%	0
Total		61

Responses "Other."	Count
Left Blank	76

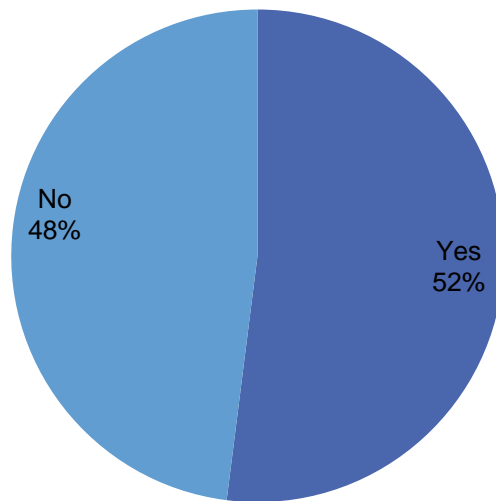
35. Does your club have a designated staff trainer?



Value	Percent	Count
Yes	28.3%	17
No	63.3%	38
Other	3.3%	2
Not applicable	5.0%	3
Total		60

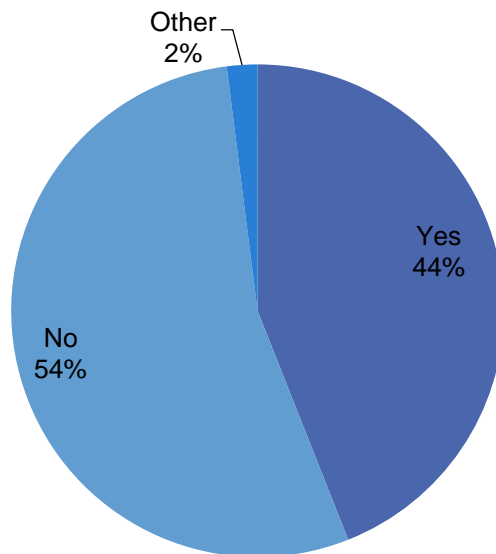
Responses "Other."	Count
Left Blank	74
Each Manager / Department Head	1
H.P.	1

36. Is the staff trainer held accountable?



Value	Percent	Count
Yes	52.2%	24
No	47.8%	22
Total		46

37. Does your club test employees?

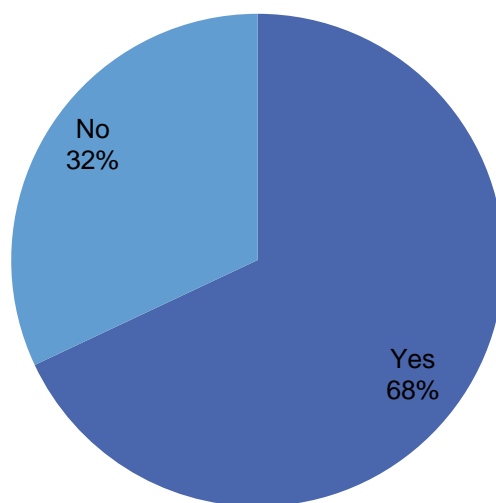


Value	Percent	Count
Yes	44.3%	27
No	54.1%	33

Other	1.6%	1
Total		61

Responses "Other."	Count
Left Blank	75
This would undermine the relationship between the HP and the staff	1

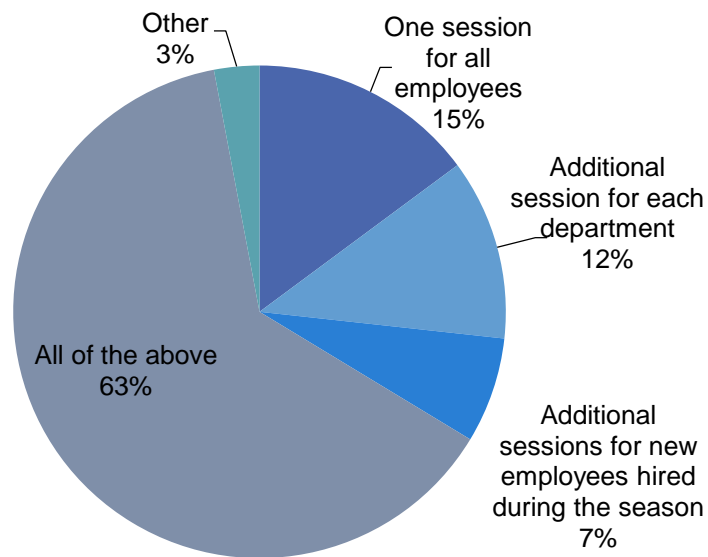
38. Does your club hold employees accountable on the required knowledge for club policies and procedures before starting?



Value	Percent	Count
Yes	67.9%	19
No	32.1%	9
Other	0.0%	0
Total		28

Responses "Other."	Count
Left Blank	76

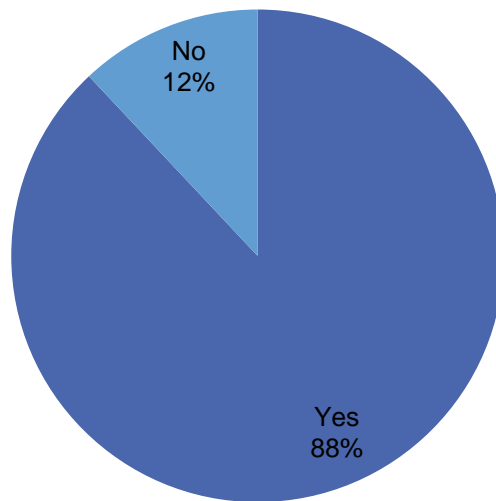
39. Which best describes your clubs staff orientation?



Value	Percent	Count
One session for all employees	14.9%	11
Additional session for each department	12.2%	9
Additional sessions for new employees hired during the season	6.8%	5
All of the above	63.5%	47
Other	2.7%	2
Total		74

Responses "Other."	Count
Left Blank	75
Individual, group (area), ongoing coaching	1

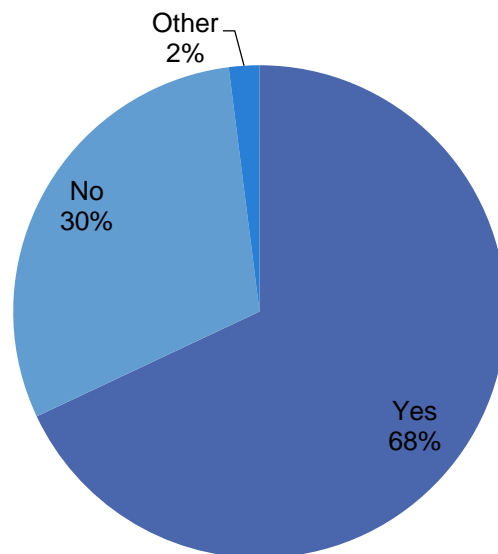
40. Does your club provide staff handbooks?



Value	Percent	Count
Yes	87.7%	64
No	12.3%	9
Other	0.0%	0
Total		73

Responses "Other."	Count
Left Blank	76

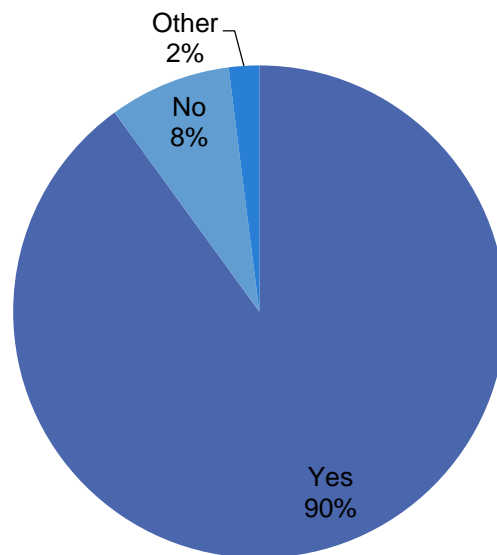
41. Does each department prepare staff handbooks that include position descriptions? (e.g., First Assistant, Second Assistant, Range Attendant, etc.)



Value	Percent	Count
Yes	68.3%	43
No	30.2%	19
Other	1.6%	1
Total		63

Responses "Other."	Count
Left Blank	75
Both. Handbook for all staff and accurate job descriptions for departments.	1

42. Are the staff handbooks updated every year?



Value	Percent	Count
Yes	90.5%	57
No	7.9%	5
Other	1.6%	1
Total		63

Responses "Other."	Count
Left Blank	75
As Required	1

43. If you have any questions or comments regarding this survey, please use the space below:

Omitted Replies to protect the privacy of each.

APPENDIX C

Survey Frame

SCOREGolf, 2014 Top 100 Ranking

	Name	Location	Facility
1	The National Golf Club	Woodbridge, Ont.	Private
2	Cabot Links	Inverness, N.S.	Public
3	Hamilton Golf & Country Club	Ancaster, Ont.	Private
4	Fairmont Jasper Park Lodge Golf Club	Jasper, Alta.	Public
5	St. George's Golf & Country Club	Etobicoke, Ont.	Private
6	Fairmont Banff Springs Golf Course	Banff, Alta.	Public
7	Highland Links Golf Course	Ingonish Beach, N.S.	Public
8	Capilano Golf & Country Club	West Vancouver, B.C.	Private
9	Beacon Hall Golf Club	Aurora, Ont.	Private
10	Sagebrush Golf & Sporting Club	Merritt, B.C.	Public
11	Shaughnessy Golf & Country Club	Vancouver, B.C.	Private
12	Westmount Golf & Country Club	Kitchener, Ont.	Private
13	Tobiano Golf Course	Kamloops, B.C.	Public
14	The Links at Crowbush Cove	Morell, P.E.I.	Public
15	Royal Montreal Golf Club – Blue Course	Lle Bizard, Que.	Private
16	Humber Valley Resort	Deer Lake, Nfld.	Resort
17	Devil's Paintbrush Golf Course	Caledon East, Ont.	Private
18	Toronto Golf Club	Mississauga, Ont.	Private
19	Muskoka Bay Golf Course	Gravenhurst, Ont.	Public
20	Blackhawk Golf Club	Spruce Grove, Alta.	Private
21	Oviinbyrd Golf Club	Foot's Day, Ont.	Private
22	Devil's Pulpit Golf Course	Caledon, Ont.	Private
23	Greywolf Golf Course	Panorama, B.C.	Public
24	Coppinwood Golf Club	Uxbridge, Ont.	Private
25	Predator Ridge Golf Club	Vernon, B.C.	Public
26	Royal Colwood Golf Club	Victoria, B.C.	Private
27	Rocky Crest Golf Club	Mactier, Ont.	Resort
28	Victoria Golf Club	Victoria, B.C.	Private
29	Bigwin Island Golf Club	Lake of Bays, Ont.	Private
30	Wolf Creek Golf Resort	Ponoka, Alta.	Public
31	Calgary Golf & Country Club	Calgary, Alta.	Private
32	Eagles Nest Golf Club	Maple, Ont.	Public
33	Big Sky Golf Club	Pemberton, B.C.	Public
34	London Hunt and Country Club	London, Ont.	Private
35	Stewart Creek Golf Course	Canmore, Alta.	Public
36	St. Thomas Golf & Country Club	Union, Ont.	Private
37	Redtail Golf Course	St. Thomas, Ont.	Private
38	Mississauga Golf & Country Club	Mississauga, Ont.	Private
39	Essex Golf & Country Club	LaSalle, Ont.	Private

40	The Ridge at Manitou Golf Club	McKellar, Ont.	Public
41	Fairmont Chateau Whistler Golf Club	Whistler, B.C.	Public
42	Priddis Greens Golf & Country Club	Priddis, Alta.	Private
43	Bear Mountain Golf Resort & Spa	Victoria, B.C.	Public
44	Weston Golf & Country Club	Toronto, Ont.	Private
45	Georgian Bay Golf Club	Clarksburg, Ont.	Private
46	Summitt Golf & Country Club	Richmond Hill, Ont.	Private
47	Nicklaus North Golf Course	Whistler, B.C.	Public
48	Copper Creek Golf Club	Kleinburg, Ont.	Public
49	Le Maitre Golf Resort	Mont Tremblant, Que.	Resort
50	Windermere Golf & Country Club	Edmonton, Alta.	Private
51	Rosedale Golf Club	Toronto, Ont.	Private
52	Osprey Valley Golf Club - Hoot	Caledon, Ont.	Public
53	Taboo Golf Resort	Gravenhurst, Ont.	Resort
54	Dundarave Golf Course	Cardigan, P.E.I.	Public
55	Glen Abbey Golf Course	Oakville, Ont.	Public
56	Osprey Valley Golf Club - Heathlands	Caledon, Ont.	Public
57	Brantford Golf & Country Club	Brantford, Ont.	Private
58	Bear Mountain Golf Resort - Valley	Victoria, B.C.	Resort
59	Maple Downs Golf & Country Club	Maple, Ont.	Private
60	Mount Bruno Country Club	St. Bruno, Que.	Private
61	Beaconsfield Golf Club	Point Clarie, Que.	Private
62	Le Geant Golf Course	Mont Tremblant, Que.	Public
63	Dakota Dunes Golf Links	Saskatoon, Sask.	Public
64	Royal Ottawa Golf Club	Gatineau, Que.	Private
65	Cobble Beach Golf Resort	Owen Sound, Ont.	Resort
66	King Valley Golf Club	King City, Ont.	Private
67	Wyndance Golf Club	Uxbridge, Ont.	Private
68	Northern Bear Golf Club	Sherwood Park, Alta.	Public
69	Scarboro Golf & Country Club	Scarborough, Ont.	Private
70	Deerhurst Highlands Golf Course	Huntsville, Ont.	Public
71	Fox Harb'r Golf Resort & Spa	Wallace, N.S.	Resort
72	Oakdale Golf & Country Club	Downsview, Ont.	Private
73	Heron Point Golf Links	Alberton, Ont.	Private
74	Sunningdale Golf & Country Club	London, Ont.	Private
75	Deer Ridge Golf Club	Kitchener, Ont.	Private
76	Bayview Golf & Country Club	Thornhill, Ont.	Private
77	Credit Valley Golf & Country Club	Mississauga, Ont.	Private
78	Le Diable Golf Course	Mont Tremblant, Que.	Public
79	Mad River Golf Club	Creemore, Ont.	Private
80	Osprey Valley Golf Club - Toot	Alton, Ont.	Public
81	Eagle Creek Golf Club	Dunrobin, Ont.	Private
82	Cataraqui Golf & Country Club	Kingston, Ont.	Private
83	Grand Niagara Golf Course	Niagara Falls, Ont.	Public

84	Laval - Sur- Le - Lac - Blue Course	Laval, Que.	Private
85	Magna Golf Club	Aurora, Ont.	Private
86	Predator Ridge Resort	Vernon, B.C.	Resort
87	Tower Ranch Golf Club	Kelowna, B.C.	Public
88	Riverside Country Club	Saskatoon, Sask.	Private
89	Thornhill Golf & Country Club	Thornhill, Ont.	Private
90	Cherry Hill Club	Ridgeway, Ont.	Private
91	National Pines Golf Club	Innisfil, Ont.	Private
92	Eagle Ranch Golf Course	Invermere, B.C.	Public
93	Lookout Point Country Club	Fonthill, Ont.	Private
94	Rideau View Golf Club	Manotick, Ont.	Private
95	Heritage Pointe, Desert, Heritage	Calgary, Alta.	Public
96	Club at Bond Head - South	Bond Head, Ont.	Public
97	Wildfire Golf Club	Lakefield, Ont.	Private
98	Burlington Golf & Country Club	Burlington, Ont.	Private
99	Lambton Golf & Country Club	Toronto, Ont.	Private
100	Black Bear Ridge Golf Course	Belleville, Ont.	Public

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Executive Director, Elizabeth Di Chiara, CAE
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Fax : (705) 472-4427

Email: dgaragan10@fibrep.ca

Website: www.nopga.ca

Ottawa Valley

Executive Director: Mr. Harry Hereford

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Phone: (613) 623-1078

Fax : (613) 623-5071

Email: info@ottawapga.com

Website: www.pgaofottawa.com

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Executive Director: Mr. Jean Trudeau

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Atlantic

Executive Director: Mr. Lindon Garron
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Email: lggolf@nb.sympatico.ca
Website: www.pgaofcanadaatlantic.com

APPENDIX D

May 19, 2015, Survey Participant Invitation.

Masters Research Study Invitation *“Building and Sustaining a High-Performance Team.”*

Dear Participant,

My name is Dan Campbell, PGA of Canada member, and I am working towards my Masters designation.

You have been carefully selected to participate in my research survey based on your credentials and status as an industry leader. I believe you will add value and credibility to my research. I sincerely appreciate your time and participation.

Participants have been invited based on their:

- *CSCM membership and CCM designation*
- *PGA Professional of the Year status from nine zones in Canada dating back to 1990*
- *Affiliation with Score Golf Top 100 Courses in 2014*

In my methodological thesis, I will provide a commentary and analysis on team building literature to identify best practices supported by empirical data from this survey. The goal of this thesis is to formulate a system that will establish the framework and implementation process to foster a culture of continuous adaptation and improvement of team performance.

The survey should only take 6-10 minutes of your time. To participate, please click on the link below:

<http://www.surveygizmo.com/s3/2060198/Building-and-Sustaining-a-High-Performance-Team>

Should you require further information or have questions about this survey, please contact me directly by email at dancampbellgolf@gmail.com or by phone at 647.990.4201.

Regards,

Dan

APPENDIX E

May 26, 2015, Survey Follow-up Participant Request.

Masters Research Study Invitation
“Building and Sustaining a High-Performance Team.”

Dear Participant,

Last week you received an e-mail message asking you to participate in my research project, “Building and Sustaining a High-Performance Team” by filling out a web-based survey. If you have filled out the survey, thank you!

If you have not had a chance to take the survey yet, I would appreciate you reading the message below and completing the survey. This survey should take no more than 6-10 minutes to complete.

This message has gone to everyone in the selected target groups. Since no personal data is retained with the survey for reasons of confidentiality, I am unable to identify whether or not you have already completed the survey.

To participate, please click on the link below:

<http://www.surveygizmo.com/s3/2060198/Building-and-Sustaining-a-High-Performance-Team>

Should you require further information or have questions about this survey, please contact me directly by email at dancampbellgolf@gmail.com or by phone at 647.990.4201.

Thank you for your time!

Regards,

Dan

APPENDIX F

June 3, 2015, Survey Closing, Participant Thank You.

Subject: Masters Research Study - Thank You

Thank you all very much for participating!

The survey has come to a close and I would like to thank all of you for taking the time out of your busy schedules. The response was fantastic.

Wishing you all a successful golf season and hope you find the time to get out and play some golf!

Dan

APPENDIX G

June 16, 2015, Survey Summary Report Requested

Subject: Masters Research Survey Summary

Dear Participant

Once again I would like to thank you for participating in the survey.

Attached is the final summary for you to review.

If you have any questions or would like to provide your comments or concerns, I am open to hearing them.

Hope you find some time to enjoy watching the US Open this week.

Dan

APPENDIX H

Figure 1 – Decision Making Matrix

	Candidate 1	Candidate 2	Candidate 3
Personal characteristics			
Education/training			
Essential performance factors			
Compatibility with culture and management style			
Ability to grow with and within the Club			
Essential experience			
Overall assessment			

Figure 2 – Performance Management System (PMS)

Golf Department Performance Dashboard		
<p>The combination of the Mission, Vision, Core Values, and Beliefs provide the basis for establishing the Strategic Goals</p> <p>Once goals are established, broadly state some specific measures and targets for each. Add clarity to how one intends to measure the achievement of each objective.</p> <p>Goal: High Member Satisfaction and Value To sustain high overall member satisfaction levels and reinforce the perception of high value.</p>		
Measure	Target	Actual
Member Survey Results	90% members satisfied overall with the club	0%
	80% or more of members satisfied with Golf Shop merchandise operation	0%
	90% or more members satisfied with Back-shop /range staff operations	0%
Golf Programming	80% or more of members satisfied with golf programming and events that provide a balance between competitive and social golf	0%
Member Participation in Events	Programs and events designed to meet the specific needs of each section/age group	0%
	Minimum of 10% improvement in participation measured overall across all events	0%
<p>Goal: Service Excellence To achieve and sustain the high standards of service excellence reinforced by member feedback.</p>		
Measure	Target	Actual
Golf Operation Service Quality	Increase informal member play and interaction	0%
Pro Shop Operations Service Quality	Increase merchandise net revenues per round by 10%	0%
Staff Experience and Training	Attract, educate and retain qualified PGA of Canada Golf Professionals and staff	0%

Figure 3 - Training: Total Quality Service Plan

Task: Identify 4 or 5 points to describe my purpose and that of my staff that report to me.

My Purpose:

1. To deliver a highly trained team of professionals to enhance the member experience at the club

Golf Professional's Purpose

1. To assist the Head Professional in any way towards the successful operation of a first class customer service program at a top-notch Private Facility.
2. To ensure that the entire Golf Operations staff is working toward a common goal of offering members and their guests a first class Granite Gold private club experience on a daily basis.
3. To be an integral part of an organized and detailed Professional Team.
4. To operate "best in class" member events to encourage participation and increase club interest.
5. To ensure that the golf course operates issue free and is maintained throughout the season.
6. To be involved with member play and help spread a passion for the game throughout the membership.

Golf Operation Staff Purpose

1. Most importantly that the Outside Operations presents an organized and professional operation at all times.
2. To ensure that all steps are taken in guaranteeing the most enjoyable experience for the members and their guests is the top priority. It is understood that without the members, we aren't here.
3. Instilling the mind frame that "good enough" isn't good enough. What sets Granite apart will be the desire in the staff to go beyond the bare minimum and offer "the best".
4. Making sure that the small details are always addressed and are never an issue. E.g. cart detail, sand & seed, Practice Facility appearance and overall cleanliness of the Outside Operations. This projects an image of being organized and well trained.

TRAINING - TOTAL QUALITY SERVICE PLAN

Services excellence begins with Director of Golf and Senior Golf Department Staff (SGDS)

Strategic Direction for Golf Department: **Improve visibility and member services**

A value statement for Golf Department: **We are committed to being visible to all members and guests, providing excellent customer service and friendly greetings.**

Total Quality Service (TQS) Plan

1. Create and maintain excellent service philosophy, culture, and environment
2. Research and writing of a doable and understandable set of service principles
3. Creation of planning, implementation, and evaluative model

For my entire staff to succeed, SGDS must prepare them for success.

Analyze

Total quality service started with my analysis of the systems, procedures and policies that impact what the members and guests experience at the club. Causes of service variance come

from within the systems that are in place for staff to follow. Over the past season, I have identified and listed my service quality criteria and, for the most part, it is under my control and not front-line service staff:

1. Staffing levels – addressed in the 2013 budget
2. Staffing qualities – training plans to be implemented which involve standard questions that employees must know the answer to
3. Identification of staff points of contact – listed below
4. Reliability – quality in recruiting, hiring and training staff and remaining focused on service
5. Consistency in delivery of services – Team buys in
6. Value for member services – Message heard loud and clear at recent meetings

Design

Poor service begins as a result of SGDS losing focus on what we can control. I have created a plan that we can implement and evaluate that allows SGDS to identify and correct problems while reducing the service variances within our club. Through the creation of TQS plan, SGDS will create a service philosophy and culture for the staff.

TQS Principles for Service Excellence

1. (SPOC) Service point of contact. SGDS has identified specific areas and strategies for staff to inject service excellence practices
 - I. Bag drop attendant
 - II. Courtyard attendant
 - III. Club and cart attendant
 - IV. Range attendant
 - V. SGA attendant
 - VI. Player Assistant
 - VII. Golf Shop attendant
 - VIII. Golf Professionals
2. Delivery Service. SGDS must be the role model for staff to follow. Front-line staff will be required to buy into the philosophy and culture of the club.
3. Knowing the members' needs, wants desires and expectations. SGDS must fully understand the Service Excellence policy listed on our Mission Statement, Core Values of the club and deliver regarding service excellence.
4. Member expectations evolve. As expectations evolve, SGDS must change and grow with new and improved ways of meeting and exceeding service needs.
5. Prepare for guests SPOC's critical incidents. SGDS must be prepared to have staff aware of what could occur at each point of contact and train the front-line staff to be willing to solve the incident.
6. Systematic service delivery. For staff to follow a system, SGDS must not only prepare to train the front-line employees but also continue to train the supervisors. Visibility will be a key word used throughout the season ensuring we deliver on what we are promising.

7. TQS programs require employee commitment. Staff will be involved in adding to the improvements of such a program.
8. TQS programs are best delivered by employees that have the correct knowledge, skills and attitude towards work. Presently we are recruiting, interviewing, selecting and hiring staff with the skills, attitude, and passion for learning a system that ensures members will receive a high level of service.
9. Service rewards. Service plays a significant role in producing profits and employees that provide above and beyond service excellence will be rewarded.

Develop

Training Objectives for 2013

- Objective: Building a Winning Team
- Objective: Granite Gold Service (all staff)
- Objective: Train the Trainers (SGDS)
- Objective: Identifying Service Points of Contact (all staff)
- Objective: Visibility (all staff)
- Objective: Revise and update all checklists (all staff)
- Objective: Follow-up service practices
- Objective: Service rewards (all staff)

Implement

Objective: Building a Winning Team

- Email all golf professionals roles and responsibilities by February 6, 2013
- Feedback required by February 15, 2013

Update job descriptions

- Dan Campbell to update training plan and train the trainers
- Kent Maxwell to update golf professional job descriptions and interview questions for round 1 and round 2
- Alex Green to update golf shop attendants job descriptions and interview questions for round 1 and round 2
- Randy Robbins to update golf operations job descriptions and interview questions for round 1 and round 2
- Cory Jones to update camp counselor job descriptions and interview questions for round 1 and round 2

Objective: Granite Gold Service (all staff)

- Email all staff by February 15, 2013, with a copy of the Granite Gold Service Manual
- Create a test for employees to write on April 14, first day of training

Objective: Train the Trainers (SGDS)

- Email material out to all four golf professionals to read and provide feedback
- Points of Contact questions to be prepared to discuss the strategies for staff injection
- Set a date to review and assign training responsibilities to front-line staff

- Orientation/training issues to be formulated for staff test on April 14, June 14, July 14 and September 14

Objective: Identifying Service Points of Contact (all staff)

- Email out TQS Plan to all personnel by February 28 to read
- April 14 review Points of Contact and strategies for staff to inject service excellence practices (all staff)

Objective: Visibility (all staff)

- April 14, show videos of two examples of visibility, one at Granite Club front entrance, one at Hilton Hotel front entrance (all staff)
- Role playing at each point of contact on April 14, 2013 (all staff)
- SGMS to provide questions and strategies for staff to inject service excellence practices by March 30, 2013

Objective: Revise and update all checklists (all staff)

- Email all staff by March 15, 2013, with a copy of golf operation manual, (current checklists included)
- Review existing checklists on April 14 and any feedback from returning staff
- Returning and new employees can provide feedback and make recommendations for the second week of opening and fine tune by May 15, 2013

Objective: Follow-up service practices

- Gather feedback from each staff member upon completion of their first shift
- Question: Did your training provide you with the tools and knowledge to do your job?
- Do you have any questions, comments or concerns?
- Document each session

Objective: Service rewards (all staff)

- Identify our chief entertainer officer (CEO) of the Department
- Announce “competitive” golf training plan by Alex Green (all staff)
- Staff opportunity to outline options, April 14, 2013
- Review and implement options monthly with CEO

Evaluate

- Test for Granite Gold Service practices – April 14
- Test for Training procedures upon completion of Orientation (SGDS to prepare)
- Performance reviews weekly by SGDS to selected staff members (random selection)
- Performance reviews bi-weekly by Dan of SGDS ensuring practices are ongoing
- End of June performance reviews for all personnel by SGDS
- Continuous refinement of check-list
- Teamwork & Feedback
 - Correcting – holding staff accountable
 - Transferring – taking the time to provide personal feedback and instruction tips
 - Investing – monitoring and reviewing performance, mini tests on points of contact injections and best practices (SGDS to prepare)

- Exit interviews to be completed by all staff (SGDS to perform)

Dan Campbell, Director of Golf

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