



UNDERSTANDING CAREER TRANSITIONS

AN INVESTIGATIVE LOOK AT THE CAREER PATHS
OF PGA OF CANADA EXECUTIVE PROFESSIONALS

By: Tim Robinson Ph.D.

A RESEARCH PROJECT SPONSORED BY:
THE PGA OF CANADA ©2020

UNDERSTANDING CAREER TRANSITIONS

AN INVESTIGATIVE LOOK AT THE CAREER PATHS
OF PGA OF CANADA EXECUTIVE PROFESSIONALS

By: Tim Robinson Ph.D.

THE PGA OF CANADA ©2020
PUBLISHED IN CANADA. ALL RIGHTS RESERVED.
CE DOCUMENT EST AUSSI DISPONIBLE EN FRANÇAIS.

ABOUT THE AUTHOR

Tim Robinson is an executive leadership coach and organizational development consultant that has over 25 years of experience researching, designing, facilitating programs, and coaching high performing individuals and teams.

Prior to consulting, Tim was a senior Human Resources leader at a large Canadian crown corporation where he held progressively more responsible positions culminating in having stewardship for the corporation's overall talent management, leadership development and learning functions.

Tim has also worked in Canada's national sport system where he directed the development and implementation of the National Coaching Certification Program. During this period, he worked to identify and develop some of Canada's top national and international sport coaches.

Tim is the author of the PGA of Canada's Career Mapping research of Head Golf and Head Teaching Professionals, as well as the Professional Development Series for Golf Professionals. He holds a Ph.D. in Education from the University of Ottawa and a MA from Western University with a specialization in sport psychology. He is an avid golfer and long-time club member who has recently broken 80 with the help of numerous PGA Teaching Professionals over the years.



TABLE OF CONTENTS

1	Research Highlight	05
2	Acknowledgments	06
3	Problem Statement & Benefits	07
4	Research Approach	07
5	Survey Results	08
6	Career Maps	11
7	Recommendations	12
8	Final Thoughts	22
9	Bibliography	24
10	Appendices	25

RESEARCH HIGHLIGHTS

This research complements earlier findings from the PGA of Canada's studies on how Head Golf and Teaching Professionals achieved career success. This report focuses on the career progression of aspiring Golf Professionals who are interested in obtaining an Executive Professional role within the Canadian golf industry. For the purposes of this report, the term 'Executive Professional' will reflect not only the designation awarded by the PGA of Canada, but also the following senior roles found within the golf industry: Chief Executive Officer (CEO), Chief Operating Officer (COO), Managing Partner, General Manager, and Director of Operations.

It is important that the myths of career progression are replaced by facts. By using data collected from: i) a survey of current Executive Professionals, and ii) 10 in-depth interviews with some of Canada's top executive golf leaders, this research provides a mix of practical, research-based advice that hopefully promotes career growth.

Some of the research highlights are:

- **40%** obtained their first Executive Professional role between the ages of 30-35 years while 20% did not acquire their first Executive Professional role until after the age of 40 years.
- **67%** apprenticed for a minimum of six years as a Head Golf Professional or Director of Golf before assuming an Executive Professional role while 40% reported that they apprenticed for at least eight years.
- **50%** reported an annual salary of at least \$120K while 43% had salaries that exceeded \$140K per year.
- **90%** reported having a mentor during their career and almost 100% of respondents invested significant personal time in ongoing professional development (both 'formal' such as attending a seminar and 'informal' such as reading), with 79% reporting that they regularly attend PGA of Canada Zone seminars.
- **50%** of Executive Professionals have acquired formal business-related education (e.g., degree, diploma) in fields including: accounting, marketing, business administration, and economics.
- The data suggest that there are three distinct leadership transitions that individuals need to navigate if they hope to reach the Executive Professional level; all three have significant challenges that the aspiring professional needs to meet if they are going to be successful.
- Golf Professionals need to move cautiously when deciding whether or not to apply for a vacant Executive Professional role; hiring committees also need to give special consideration to the set of *Transition Readiness Criteria* in their selection process to reduce the risk to their club's bottom line.

The 10 Career Maps provided ([see Appendix A](#)) are based on in-depth interviews and offer the reader a chance to review real-life career progression, key learnings by role, as well as the education, professional affiliations and certifications attained by some of Canada's most respected Executive Professionals.

① See Bibliography for information on both studies.

THE AUTHOR THANKS

The author thanks all those who participated in the design and development of this report including those who took the time to complete the online survey.

A special thank you to the following Directors of Golf/General Managers/Executive Professionals who agreed to be interviewed and whose insights and stories about their careers were invaluable to the report's recommendations.

- **Alan Carter** - *Edmonton, Alberta*
- **Adam Chamberlain** - *Bathurst, New Brunswick*
- **Brad Duench** - *Kitchener, Ontario*
- **Greg Dukart** - *Regina, Saskatchewan*
- **Alan Kristmanson** - *Whistler, British Columbia*
- **Dave McMillan** - *Winnipeg, Manitoba*
- **Jeff Palmer** - *Victoria, British Columbia*
- **Jean-Philippe Moffet** - *Charlevoix, Québec*
- **Sheryle Rowland** - *Calgary, Alberta*
- **Greg Seemann** - *Uxbridge, Ontario*

The author would also like to acknowledge the guidance and encouragement provided over past three years by **Matt Allen**, *Chief Innovation Officer, PGA of Canada*, who actively supported the completion of all three career-mapping research projects.

PROBLEM STATEMENT & BENEFITS

The premise of this research is that there are likely similarities in the careers of successful Executive Professionals and that these similarities, if uncovered, would be beneficial to the following audiences:

- 1 Individuals** considering a career in the golf industry who are curious as to the types of roles that exist, and career path typically required to achieve a Executive Professional role.
- 2 Aspiring Executive Professionals** who have already committed to the golf industry and are looking to take ownership of their career but are unsure what role(s) and/or experiences they should target to achieve their goals.
- 3 Current Executive Professionals** who are oftentimes asked to mentor and provide career-related advice. The career 'stories' of their fellow Executive Professionals will broaden their perspective on career progression and the advice they will be able to provide.
- 4 Golf Club Owners and Board Members** who will gain a better appreciation of the skills and experiences required of the Executive Professional role.
- 5 PGA of Canada** as they look to improve their programs and services aimed at supporting the careers of those aspiring to become Executive Professionals.

Consequently, this research project is specifically aimed to provide answers to the following

KEY QUESTIONS:

- 1** WHAT IS THE CAREER PATH AND TIMELINE OF A TYPICAL PGA OF CANADA EXECUTIVE PROFESSIONAL?
- 2** WHAT ROLES AND/OR LEARNING EXPERIENCES ARE MOST IMPACTFUL TO HAVING A SUCCESSFUL CAREER?
- 3** WHAT MINDSET, EDUCATION, CERTIFICATION, AND PROFESSIONAL MEMBERSHIPS HELP TO ACCELERATE AN EXECUTIVE PROFESSIONAL'S CAREER?

RESEARCH APPROACH

Both survey and interview data were collected during two phases:

1ST PHASE

A 20-question online survey was sent to all affiliated Executive Professionals to solicit feedback on their career.

2ND PHASE

10 in-depth interviews were conducted by the study's author with a selection of Executive Professionals from across Canada to better understand their career choices, perspectives, successes, setbacks and key learnings from their experiences.



SURVEY RESULTS

The survey results highlighted below describe key elements of Canadian Executive Professionals' career history such as: work location, salary level and educational background.

These insights will be combined with the interview results to inform the recommendations outlined in Section 7.

PROFILE OF RESPONDENTS - 78 individuals completed the online survey. This represents nearly 50% of all Executive Professionals affiliated with the PGA of Canada.

As reflected by the percentage results here, the respondents were an experienced group of successful Golf Professionals. ▶



50%

Were 50 years or older and 70% have been working in the golf industry for more than 25 years.



70%

Currently work at a private or semi-private club and 60% of these clubs were in urban settings.



60%

Worked at private, semi-private, or public club/facility at some point during their career.



25%

Had experience as an individual business owner of a golf course or facility such as a winter golf or teaching center.



FIRST GENERAL MANAGER EXECUTIVE PROFESSIONAL ROLE

40%

Obtained their first Executive Professional role between the ages of 30-35 years.



20%

Did not acquire their first Executive Professional role until after the age of 40 years.



67%

Held the role of Associate or Head Golf Professional for a minimum of six years before assuming an Executive Professional role.



40%

Reported that they held either an Associate or Head Golf Professional role for at least eight years.



50/50

Split between urban versus rural golf clubs in terms of where Executive Professionals landed their first role.



FROM AN ASPIRATIONAL PERSPECTIVE

43% of those who responded to the English survey reported that becoming an Executive Professional was an early career goal compared with 50% of those who responded to the French survey.

SALARY OF CURRENT EXECUTIVE PROFESSIONALS

50%

Reported an annual salary of at least \$120K.



43%

Had salaries that exceeded \$140K per year.



FORMAL EDUCATION AND TRAINING

Given the nature of the General Manager's role, it is not surprising that almost 50% of respondents have acquired formal business-related education (e.g., degree, diploma) in fields including: accounting, marketing, business administration and economics.

40%

Have completed a Professional Golf Management Diploma.



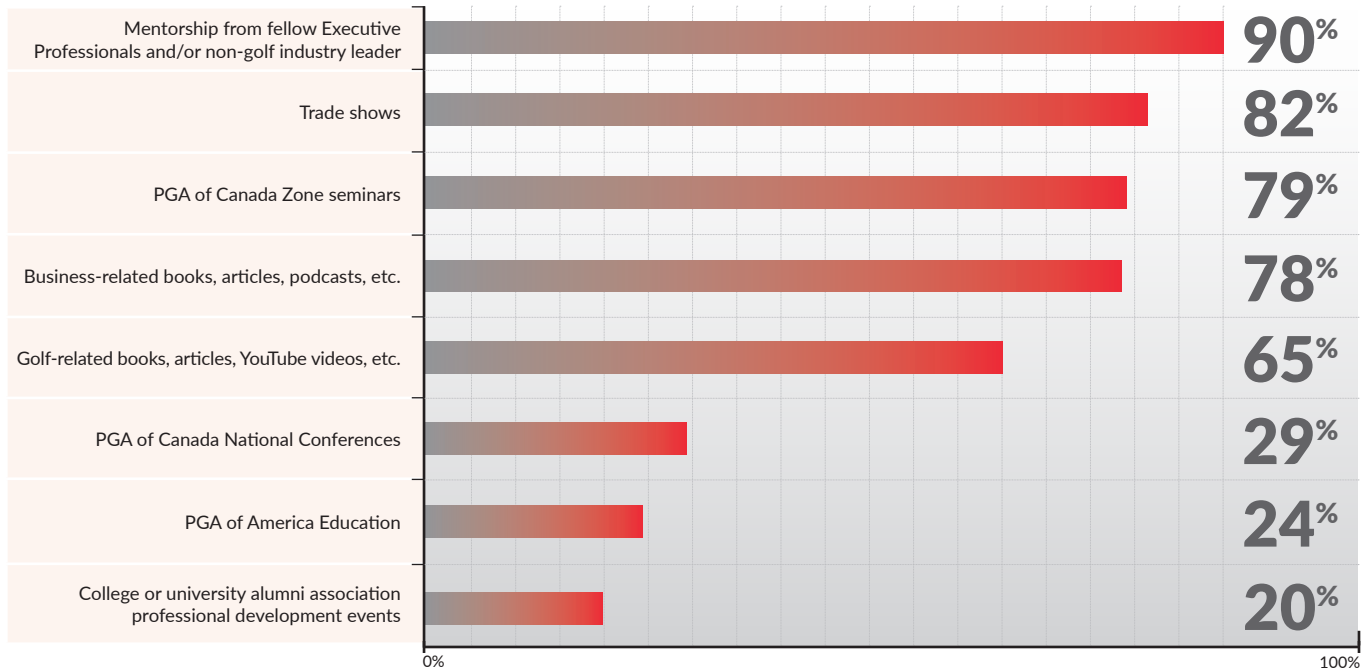
While 30% reported that they have successfully completed the Canadian Society of Club Managers' program.



INFORMAL LEARNING AND ONGOING PROFESSIONAL DEVELOPMENT

As illustrated in the chart below, many of the respondents indicated that they actively participate in informal learning and ongoing professional development. This finding was confirmed during interviews, as all participants shared that they had mentors for key phases of their careers, regularly attended PGA of Canada events (e.g., Zone Seminars, Tee Talks) and other industry-related conferences.

CHART 1: RANKING OF INFORMAL EDUCATION AND ONGOING PROFESSIONAL DEVELOPMENT OF EXECUTIVE PROFESSIONALS



These results suggest that a continued commitment to learning, remaining open and curious to new ideas are important elements to not only obtaining an Executive Professional role, but retaining and growing in the role.

Furthermore, these results support a key finding from the PGA of Canada's recent research that looked at the career success of Head Golf Professionals and found that all had acquired what is referred to as a *"high potential or growth mindset."*

Having a growth mindset means the person believes that their knowledge, skills and abilities are not fixed and can be changed. They take control of not only what they learn and develop but how quickly and to what level.

A growth-mindset is developed over a lifetime of formal or informal learning, taking on challenges, achieving success or not, and reflecting on each experience to move forward.

Resulting from current and prior research, the PGA of Canada has developed a Growth Mindset course in the PGA Training Academy.



For more information on the impact that growth mindset has on job satisfaction and business/personal relationships, please refer to the course *"Nurture a Growth Mindset"* available through the PGA of Canada Training Academy presented by Titleist & FootJoy.



CAREER MAPS

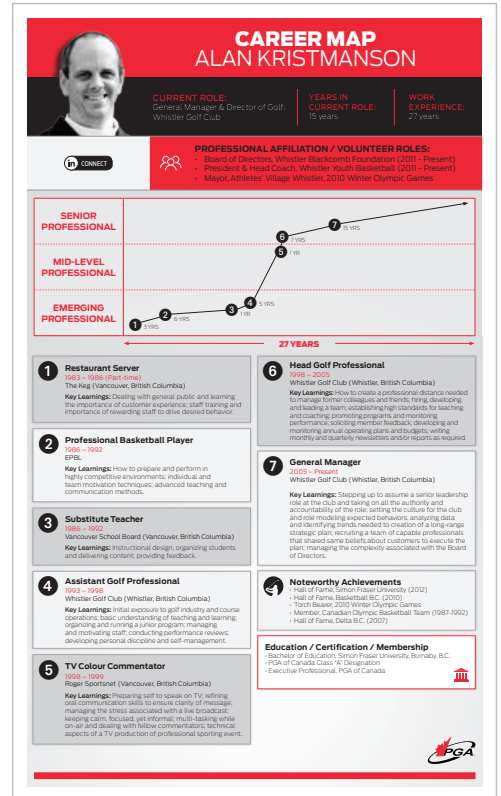
An individual 'Career Map' was created for each Executive Professional interviewed for the study (*see Appendix A*).

Each map describes the roles held, length of time in each role, key learnings, education or certification(s) acquired, awards and professional affiliations.

Appendix B provides a composite career map compiled from analyzing the 10 individual career maps.

This was created to describe the typical roles, time frame, recommended developmental experiences, education, certification and memberships that were common to all 10 Executive Professionals.

It is important to mention that while there were noteworthy similarities, each Executive Professional had a unique career path. As such, aspiring golf professionals are encouraged to set their own path shaped by their professional interests and goals, the experiences they need to grow and develop and the opportunities that are readily available to them.



RECOMMENDATIONS

THE PREMISE THAT TRIGGERED THIS RESEARCH WAS THAT THERE WERE LIKELY SIMILARITIES IN THE CAREERS OF SUCCESSFUL EXECUTIVE PROFESSIONALS IN TERMS OF THE:

- Roles held
- Education attained
- Support received
- Experiences faced
- Leadership mindset or approach followed

If these similarities could be uncovered, this information would be beneficial to aspiring Golf Professionals looking to accelerate their careers, as well as inform the education and training curriculum of the PGA of Canada.

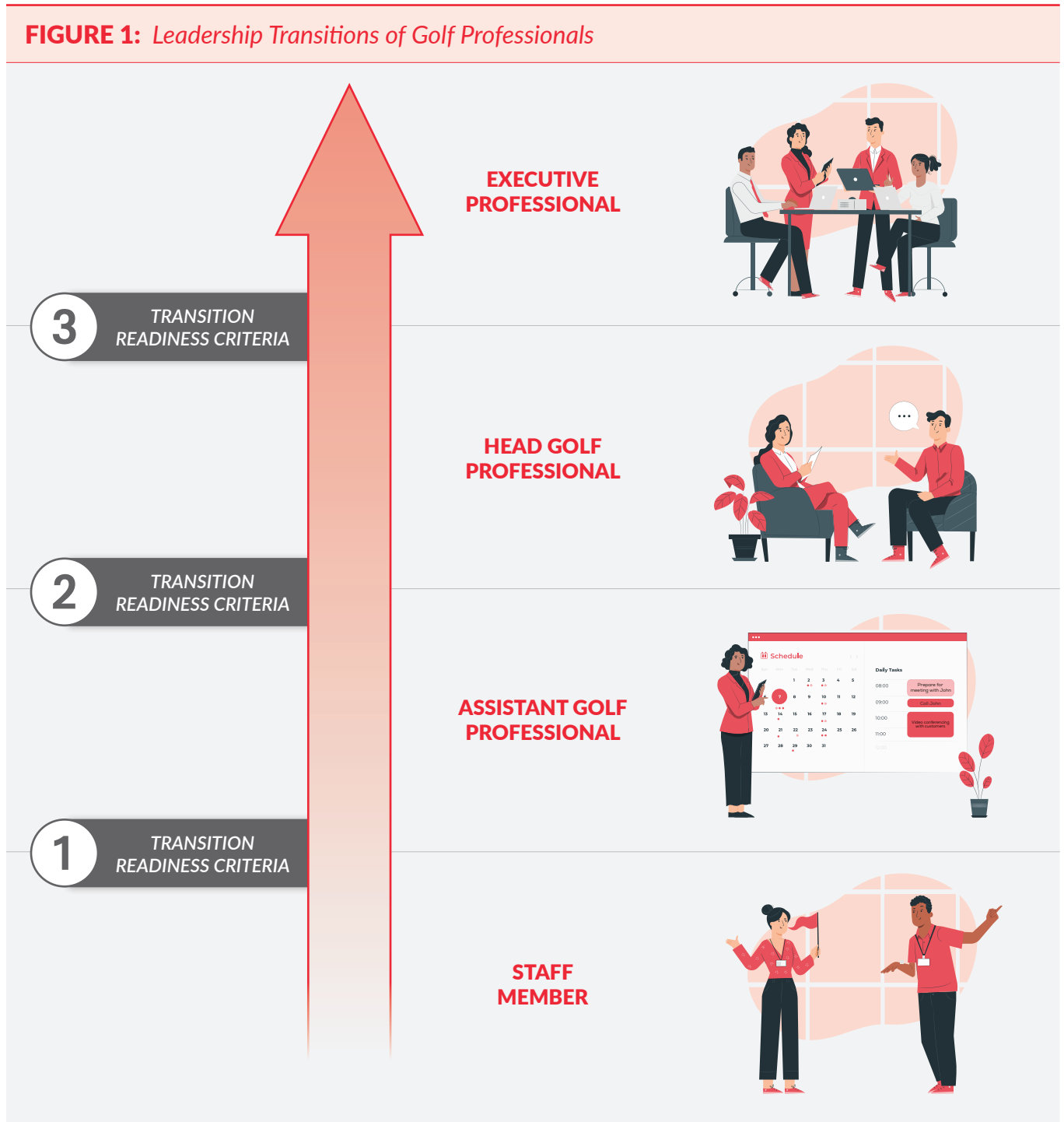
The survey and interview results have indeed found consistent patterns in the ways successful Executive Professionals have navigated through their careers.

The following section draws heavily on the 10 interviews conducted and highlights the typical leadership transitions Executive Professionals experience during their careers.



The interview data and career maps suggest that there are three distinct leadership transitions that individuals need to navigate if they hope to reach the Executive Professional level.² As illustrated in *Figure 1* below, they are:

- 1st Transition | *Staff Member to Assistant Golf Professional*
- 2nd Transition | *Assistant Golf Professional to Head Golf Professional*
- 3rd Transition | *Head Golf Professional to Executive Professional*



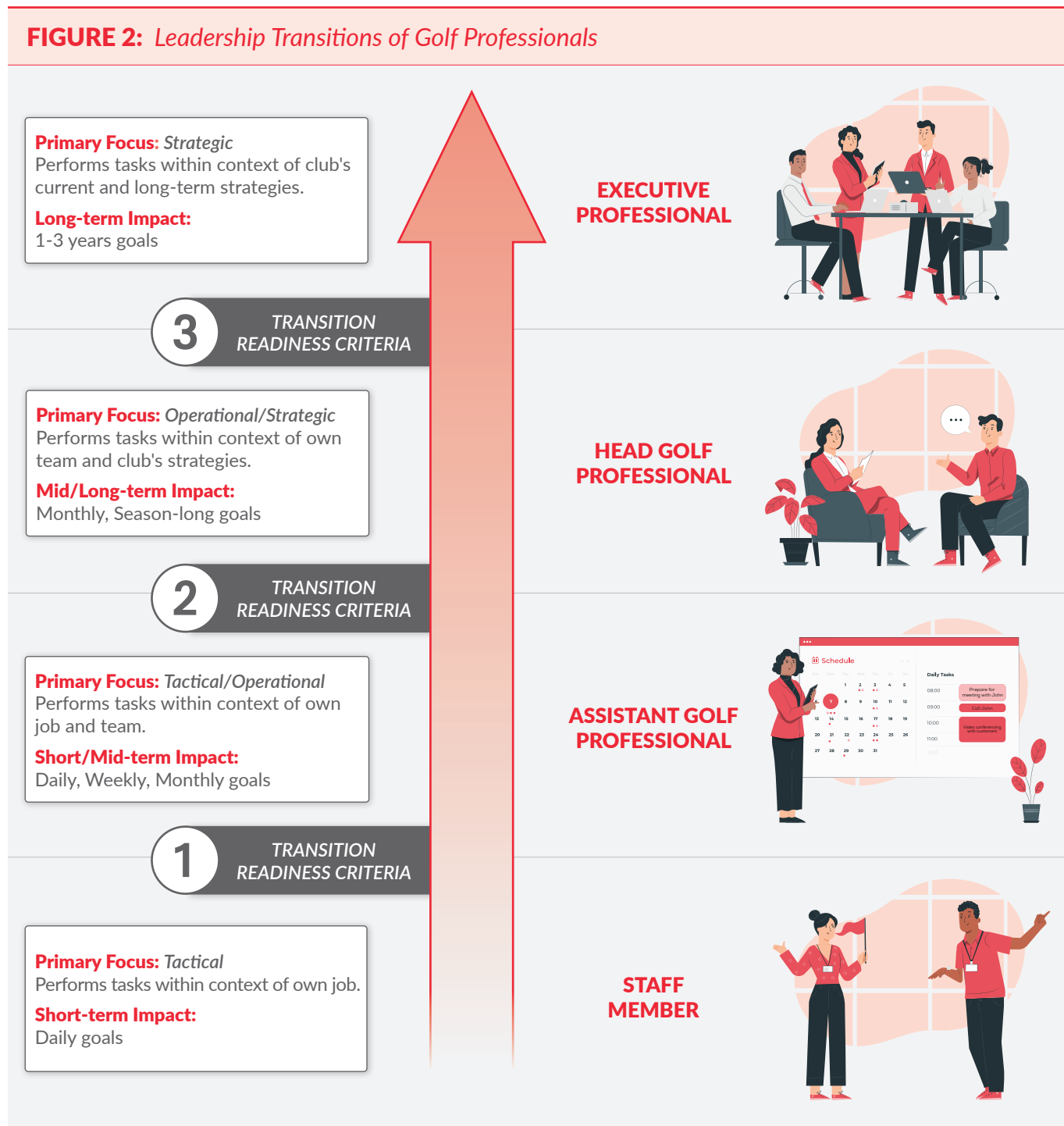
² The leadership transitions are influenced by the research of R. Charan, S. Drotter, and J. Noel in their book, *The Leadership Pipeline*, 2011.



As a PGA Professional moves through these three transitions, they will experience a number of significant challenges. For example, new accountabilities will be added to their role, new capabilities must be acquired and a new leadership mindset must be adopted.

As illustrated in **Figure 2** below, two key factors drive this escalating set of challenges:

- 1 **Primary focus on the role** — from a **tactical** to an **operational** to a **strategic** focus, and
- 2 **Immediacy of impact** — from **short-term** to **mid-term** to **long-term** impact



The shift in leadership focus (i.e., from one's own job to the club's entire operation) and immediacy of impact (short-term daily goals to long-term strategic goals) dramatically alters the job expectations as a person moves from the club's bag drop to its boardroom.

To meet these expectations, this research identified several Transition Readiness Criteria (TRC) that should be demonstrated by the aspiring professional prior to transitioning to the next role. By meeting most, if not all, of the TRC, the odds dramatically increase that the professional will be able to move more confidently into the new role, and most importantly, have the capacity to acquire the new behaviors needed for success.

Many businesses mistakenly hire or promote people to new roles in the hopes they will learn what they need to learn on-the-job. While a certain amount of learning by doing is expected, individuals who struggle in their new roles or worse, fail and are terminated, is a result of both the individual and organization not paying attention to the key attributes needed to successfully navigating the three leadership transitions.

Consequently, each leadership transition described in the following sections will begin with a listing of the TRC suggested for the role, followed by a discussion of the key challenges and behaviors required for success.

1ST TRANSITION: STAFF MEMBER TO ASSISTANT GOLF PROFESSIONAL

TRANSITION READINESS CRITERIA:

The first transition has been found to be extremely difficult for people across all industries due to the need to shift one's focus from doing the work themselves to ensuring others are able to do the work. To progress through the *first* leadership transition, staff members will need to demonstrate an ability to:

- Act in a friendly and informal manner and enjoy establishing relationships with fellow staff and members.
- Help others achieve success by deferring the achievement of their own goals.
- Clearly express their thoughts and ideas.
- Seek out the ideas and opinions of others when making decisions.
- Hold high expectations for themselves and fellow staff in the achievement of tasks.
- Respect the club's culture and management team's opinions and decisions.



“ Taking on your first leadership role is a very difficult transition... you are now responsible for how others perform...you need to learn to be fair and communicate clearly... you need to understand that everything you do is being watched and your actions matter. ”
- Alan Carter

“ As a Supervisor you need to not only fit into the club's culture, but you need to promote it and get your team to buy into it. ”
- Jeff Palmer

continued on the following page ▶



1ST TRANSITION: STAFF MEMBER TO ASSISTANT GOLF PROFESSIONAL

◀ continued from the previous page

KEY CHALLENGES ASSOCIATED WITH THE ASSISTANT PROFESSIONAL ROLE:

In addition to being able to shift one's focus from their day-to-day performance to the work of others, some other key challenges associated with this transition include:

- Identifying, prioritizing and delegating the tasks that need to be accomplished.
- Monitoring their team's performance and looking for ways to improve execution.
- Providing the right type of feedback, training or motivation to the right person at the right time.
- Resolving personal conflict between team members and taking disciplinary action if required.
- Working collaboratively with other Professionals and senior leaders to achieve club goals and objectives.

LEADERSHIP BEHAVIORS NEEDED FOR SUCCESS:

To meet the challenges of the Assistant Professional role, the following leadership mindset and/or behaviors are required:

- Assume responsibility for leading their team including making decisions, answering questions and solving problems.
- Take ownership for their team's performance – good or bad.
- Broaden their understanding of the entire golf operation and build relationships with staff across the club.
- Become comfortable verbally communicating their ideas, club policies, member feedback, etc., to their staff, as well as defending management's decisions.
- Distance themselves from their team and establishing a professional, yet informal relationship.
- Provide technical and career coaching to team members to improve their performance and engagement.

“ As an Assistant Professional, you need to be comfortable delegating tasks you like to do... and then be able to train others on how to do them...it can be difficult, especially when you have to adjust your training process to a millennial one day and a retiree the next day.

– Adam Chamberlain ”

“ A key learning for me early in my career was that if I really got to know my staff...and took care of them by giving feedback or support...they in turn took better care of our customers.

– Jean-Philippe Moffet ”

“ I want to know if my Assistant Professionals want to be considered as an 'employee' or 'leader'...do they want a 'job' in golf or a 'career'? If they want to become a leader and have a career, then they need to make a decision to work hard and learn about all areas of club... if they have never been down in the trenches and don't know the work of the front line staff... they won't be taken seriously as a leader.

– Greg Seemann ”

“ In my first Assistant Professional role I needed to learn everything I could about the golf operation, so I took on stints in the Back Shop, Pro Shop, range, maintenance, and helped wherever I could.

– Jeff Palmer ”

“ Taking on your first leadership role is a very difficult transition... you are now responsible for how others perform... ”

– Alan Carter



2ND TRANSITION:

ASSISTANT GOLF PROFESSIONAL TO HEAD GOLF PROFESSIONAL

TRANSITION READINESS CRITERIA:

The second transition will shift the Professional further away from the tactical, day-to-day operation of the club to a more strategic leadership role that involves significantly more planning, administration, influencing, and coaching-related work. To progress through the second transition, Assistant Golf Professionals will need to have demonstrated all the behaviors of the first transition, as well as the ability to:

- Acquire in-depth knowledge of the club's golf operations, project planning and people management.
- Take a long-range, broader approach to solving club problems.
- Make decisions independently and have conviction in their decisions when challenged.
- Seek opportunities outside of their Assistant Professional role to exert influence and take on new tasks.
- Develop supportive relationships with members, peers and senior staff / GM.
- Respect the ideas and opinions of team members, as well as those in positions of authority at the club.
- Push themselves and others to work hard to meet the members' and club's needs.

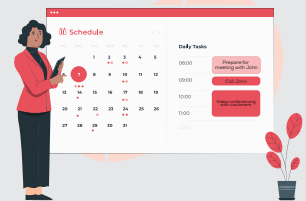
2

TRANSITION
READINESS
CRITERIA

HEAD GOLF
PROFESSIONAL



ASSISTANT GOLF
PROFESSIONAL



“

I realized that if I was going to be a successful Head Professional, I needed to get stronger, have more conviction in what I believed in...I was the expert in the room when it came to golf and the club...and I needed to adopt this mindset when it came to club-related decisions.

—Brad Duench

”

“

The job of a senior leader is to help junior managers succeed...this can be done by asking more questions to those who 'are' in charge of getting things done...to help them think through problems and by discussing alternative solutions.

—Alan Carter

”

continued on the following page ►

“As an Assistant Professional, you need to be comfortable delegating tasks you like to do... and then be able to train others on how to do them...”

—Adam Chamberlain



2ND TRANSITION: ASSISTANT GOLF PROFESSIONAL TO HEAD GOLF PROFESSIONAL

◀ continued from the previous page

KEY CHALLENGES ASSOCIATED WITH THE HEAD PROFESSIONAL ROLE:

A significant stumbling block of Professionals who assume their first Head Professional role is suppressing their motivation to get 'into-the-weeds' of the operation they left behind. Time must now be re-allocated to determining how the club's golf-related services (e.g. pro shop, back shop, range, junior program, men's/women's events, etc.) will be organized and delivered. Other key challenges associated with this transition include:

- Taking responsibility for delivering important business results regardless of the barriers they may encounter.
- Responding to multiple interruptions, questions and problems within tight timelines.
- Stepping into, as opposed to avoiding, issues from outside your area of responsibility to support the achievement of the club's overall goals.
- Creating an identity and/or culture for the golf operation and rallying your team to embrace it.
- Understanding the importance of and ability to hire, retain, fire and promote the right people.

LEADERSHIP BEHAVIORS NEEDED FOR SUCCESS:

To meet the challenges of the Head Professional role, the following leadership mindset and/or behaviors are required:

- Feel comfortable in fast-changing environments and be willing to involve other people and/or delegate appropriately to solve problems.
- Study problems in light of past experience, industry best practices and then select and communicate best solution.
- Adopt a strong orientation toward achievement, taking nothing for granted and continuously monitoring progress of activities to ensure things are completed on time.
- Clearly state their expectations to others and understand the importance of maintaining a constant flow of information.
- Develop the capability and commitment in others through coaching and demonstrating an active concern for team members.

“
To be successful as a Head Professional you will need to take on and dig into areas that you may know very little about...so look for situations or people who you can learn a lot from... this will really accelerate your effectiveness.
— Alan Kristmanson

“
Once I became a Head Professional there was this sudden awareness that I was accountable for the entire golf operation... this put big pressure on me and my team to make sure all our activities were well-managed and financially successful.
— Sheryle Rowland

“
Moving to a Head Professional role requires a presence and strong public speaking skills... you are constantly in a position of selling your ideas or yourself... those that can convey what they stand for and how their ideas are going to make a difference... really differentiate themselves from other Professionals.
— Greg Seemann

“
A Head Professional needs to build a strong team...I had to negotiate with my GM to get additional staff with the right skills and pay them appropriately... this was difficult to do but is a necessary part of the role.
— Sheryle Rowland



3RD TRANSITION:

HEAD GOLF PROFESSIONAL TO EXECUTIVE PROFESSIONAL

TRANSITION READINESS CRITERIA:

The third transition will position the Professional into the most senior role at the golf club / facility. While successful Head Golf Professionals have already developed a number of important leadership skills, those wishing to ascend to an Executive Professional role will be required to solve much more complex and longer-term strategic problems that reside both within and outside the club. To progress through the *third* transition, Head Golf Professionals will need to have demonstrated all the behaviors of the second transition, as well as the ability to:

- Effectively cope with multiple issues simultaneously, remain calm and prioritize the correct course of action.
- Motivate and lead others to deliver excellent business results for the golf operations using a sound management approach.
- Conceptualize, plan and clearly communicate new initiatives to the club's Board for adoption.
- Contribute to an integrated long-term strategic plan for the club (all functions, not just golf operations).
- Confidently tackle sensitive issues using a values-based decision-making approach without alienating staff.
- Act as a positive brand ambassador for the club in any situation.

3

TRANSITION
READINESS
CRITERIA

EXECUTIVE
PROFESSIONAL



HEAD GOLF
PROFESSIONAL



“

Successful people are driven to be the best... this was my personal MO...so I looked for people at clubs who were the best and went to work for them... I knew I could not come out of Regina, Saskatchewan and expect to end up as CEO at premier club without 'me' making it happen.

– Greg Dukart

”

“

You need to really step up your game when you move to a GM role... especially when it comes to HR and financial management... this is the role where I was really held accountable for the financial performance of a property.

– Jeff Palmer

”

continued on the following page ►

“Executive Professionals need to stay on top of the latest trends and decide where to invest the club's limited resources...”

– Jean-Philippe Moffet



3RD TRANSITION: HEAD GOLF PROFESSIONAL TO EXECUTIVE PROFESSIONAL

◀ continued from the previous page

KEY CHALLENGES ASSOCIATED WITH THE EXECUTIVE PROFESSIONAL ROLE:

One of the most difficult shifts in mindset of this transition is the constant need to consider the trade-offs between what would be good for one part of the club versus the entire operation. Having singular accountability for the strategic vision, financial health and workplace culture of the club present significant challenges to the role, including:

- Understanding which activities align with the vision and contribute to the bottom line and eliminating those that do not.
- Leading the club through challenging times towards a better future by establishing and sticking to a sound strategy that differentiates it from other clubs.
- Constantly analyzing and adjusting current operating plans as things change.
- Developing relationships with and learning how to influence new and existing Board members.
- Keeping finger on the 'pulse' of the club, ensuring leadership team are meeting expectations and modeling right behaviors.
- Staying abreast of current economic conditions and industry best practices through the use of their professional network.
- Managing the increased time demands of role with personal life (i.e. work-life balance).

“
Whether you're managing people or making financial decisions, you need to raise your thinking to a higher level and do what's in the best interest of the club.
– Dave McMillan
”

“
The number one challenge for Executive Professionals is to understand their operations... all of it...then create a brand and story that differentiates the club from competitors... and then be able to market and sell it.
– Alan Kristmanson
”

“
By the time you get to an Executive Professional level you will figure out that you don't have all the answers...you need to have hired really good people on your team and know people inside and outside the club you feel comfortable seeking advice from.
– Brad Duench
”

continued on the following page ▶

“With all the distractions associated with an Executive Professionals role, you need to be able to focus and be present in the room you're in and take the time to get to know the whole story before you react...”

– Dave McMillan



3RD TRANSITION:

HEAD GOLF PROFESSIONAL TO EXECUTIVE PROFESSIONAL

◀ continued from the previous page

LEADERSHIP BEHAVIORS NEEDED FOR SUCCESS:

To meet the challenges of the Executive Professional role, the following leadership mindset and/or behaviors are required:

- Being comfortable with ambiguity and willing to take calculated risks and consider new ideas.
- Actively seek information on all facets of the club's operation including the opinions of current staff / leaders, as well as those within the industry.
- Value the time spent reflecting and analyzing data and not simply 'acting'.
- Provide strategic risk-management guidance to staff and Board as plans are being conceived and/or implemented.
- Inspire staff and board to commit to large and small-scale change initiatives.
- Develop a comprehensive HR strategy for the club that is linked to its strategic plan and includes hiring, training, performance and succession management.
- Embody the club's values, intervene appropriately when values are not being followed and inspire others to do the same.

“ Executive Professionals need to stay on top of the latest trends and decide where to invest the club's limited resources... this requires a broad understanding of all areas of the club...for example, when your Superintendent asks for money for new equipment or for additional staff...you can figure out whether or not it's needed.
– Jean-Philippe Moffet ”

“ With all the distractions associated with an Executive Professionals role, you need to be able to focus and be present in the room you're in and take the time to get to know the whole story before you react. This approach has been invaluable to me over the years.
– Dave McMillan ”

“ Most small or mid-size clubs don't have a HR department and it falls on the Executive Professional to ensure the club has procedures in place to hire, develop and retain the right people...I have worked to constantly improve my skillset in this critical area.
– Adam Chamberlain ”



Early career success has a way of creating high expectations for Golf Professionals. These expectations can create a strong motivation to act and move to the next level. But the higher the expectations, the greater the chance they will not be met.

This report represents the PGA of Canada's third career mapping research project and introduces a career transition model to help aspiring Golf Professionals understand the expectations they will need to meet as they move to senior leadership roles. Also included in the model is a new component entitled, *Transition Readiness Criteria (TRC)*, to help Professionals make more informed choices about their readiness to assume the responsibilities of new and more complex roles.

The hope is that this model will prevent aspiring professionals from moving too quickly into a role they are not prepared for. Furthermore, the *TRC* will provide a club's hiring committee with a tool to assist in the selection of a Golf Professional with the capacity to acquire the skills required to operate at the highest level and drive the club's bottom line results.

When considering the degree of influence an Executive Professional has on a club's strategic direction, culture and overall business performance, the costs of a poor hire can take years to recover from.

“A club’s Board of Directors can’t take the risk of putting a rookie into an Executive Professional role...someone that doesn’t have the right experiences or abilities... as one bad communication can alienate your membership base... or one poor business decision can cost the club a lot of money and the Executive Professional their job...and then you’re back to square one.

-Greg Dukart

Recognizing that Executive Professionals play such a critical role and that the number of people with the potential to effectively handle the role is limited, it is important that aspiring professionals, as well as hiring committees, give special consideration to the *TRC* associated with moving to the Executive Professional role.

Hiring committees who ignore these findings and base their decisions on factors such as seniority or the person's personal relationship to key decision makers at the club will not only put the club at risk, but also alienate those not chosen and falsely reinforce the abilities of the person selected.

Ultimately, it does fall to the Golf Professional to decide if they are ready to apply for an Executive Professional role. The author's hope is that this decision is preceded by some thoughtful reflection as to their level of preparedness using the findings of this Report, but also their motivations for seeking the role. Being motivated by the challenges offered by the position to expand one's abilities and to make a positive contribution to the club, seem to be a favorable mindset for success.

For those who decide that they are not quite ready, it is important to not lose hope and to remember the overriding message from the Career Mapping research: leadership ability can be learned and career success is a direct result of those who plan, remain humble, take risks and learn from their experiences.

“I failed to get the first GM role I applied for... so I took a lateral position at another club as Head Professional to get more experience and learn the skills I was lacking ...it was a great move as the club allowed me to get involved in project management, strategic planning, Board work, etc., ...all of which resulted in me becoming a stronger decision-maker, and most importantly, improved my confidence as a leader... this really prepared me for the Executive Professional role I am in today.

-Sheryle Rowland

BIBLIOGRAPHY

BLAKE, J.

Pivot: The only move that matters is the next one, Penguin Random House LLC, 2016.

BURNETT, B. & EVAN, D.

Design your life: How to build a well-lived, joyful life, Penguin Random House LLC, 2016.

CHARAN, R., DROTTER, S. & NOEL, J.

The Leadership Pipeline: How to build the leadership powered company, Jossey-Bass, 2011.

CLARK, D.

Take Control of Your Personal Brand, HBR video, 2013.

CRAVEN, P

A Practical Alternative to Following Your Passion, Report on Business: Globe & Mail, March 3, 2017.

DWECK, CAROL

Mindset: The New Psychology of Success, Penguin Random House LLC, 2016.

FRANGOS, C.

Three Transitions even the best leaders struggle with, Harvard Business Review, July 2018.

GUILLEBEAU, C.

Born for This: How to find the work you were meant to do, Crown Publishing Group, 2016.

HOEY, J. K.

Build Your Dream Network: Forging powerful relationships in a hyper-connected world, Penguin Random House LLC, 2017.

MARCHAL, V.

Leadership Transitions, Harvard Business Review, April 2007.

MARKEL, A.

Pivot: The art and science of reinventing your career, Atria Books, 2016.

NEFF, T. & CITRIN, J.

You're in Charge - Now What? Crown Publishing Group / Random House, 2005.

ROBINSON, T.

Career Mapping: An investigative look at the career transitions of PGA of Canada Head Professionals, PGA of Canada publication, 2017.

ROBINSON, T.

Decoding Career Success: An investigative look at the career transitions of PGA of Canada Head Teaching Professionals, PGA of Canada publication, 2018.

RYAN, L.

Reinvention Roadmap: Break the rules to get the job you want and career you deserve, BenBella Books, 2016.

WATKINS, M.

The First 90 Days: Proven strategies for getting up to speed faster and smarter, Harvard Business School Publishing, 2013.

APPENDIX A

CAREER MAPS





CAREER MAP ALAN CARTER

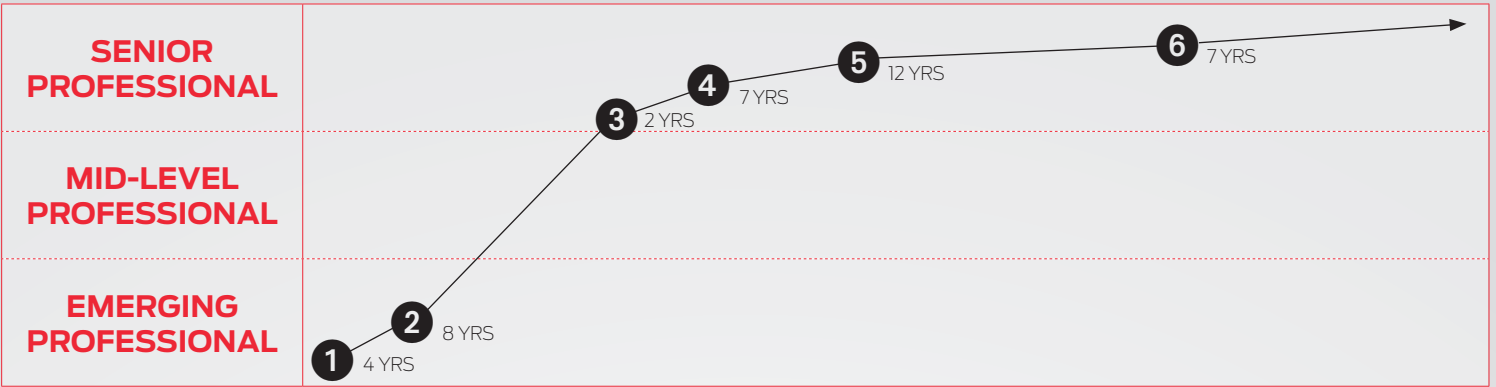
CURRENT ROLE:
General Manager:
Edmonton Country Club

**YEARS IN
CURRENT ROLE:**
7 years

**WORK
EXPERIENCE:**
36 years

PROFESSIONAL AFFILIATION / VOLUNTEER ROLES:

- Advisor to the Board of Directors, PGA of Alberta (2015 to Present)
- Member, Canadian Society of Club Managers (2013 to Present)
- Member, Edmonton Executive Association (2013 to Present)
- Board of Directors, Association of Golf Merchandisers (2011 to Present)
- Member, Golf Business Network (2008 to Present)
- Member, Association of Golf Merchandisers (2005 to Present)
- Member, PGA of Canada (1984 to Present)
- Board of Director, PGA of Alberta (2005 to 2015)
- President, PGA of Alberta (2011 to 2013)
- Regional Captain, Golf Digest Course Ranking Panel
- Member – ScoreGolf Course Ranking Panel



36 YEARS

1 Back Shop & Pro Shop Attendant
1979 – 1983
Rolling Hills Golf Club (Stouffville, Ontario)

Key Learnings: The basic tasks associated with club cleaning, golf cart maintenance and managing tee sheet and 1st tee; organizing public tournaments; handling green fee and Pro Shop sales; adopting a "just-do-it" mindset for any task that needed doing.

5 Director of Golf
2001 – 2013
Fairmont Jasper Park Lodge Golf Club (Jasper, Alberta)

Key Learnings: Establishing a strategic plan for not just golf but the entire property; contributing as a member of the hotel's executive team responsible for generating \$47 million in revenue; hosting major international golf events during an interim appointment to St Andrew's (Scotland) and PGA Tour event in Mexico.

2 Assistant Golf Professional
1984 – 1992
Maple Downs Golf & Country Club (Richmond Hill, Ontario)

Key Learnings: Introduction to a broad number of golf operations tasks; retailing/merchandising of inventory; advanced golf cart repair techniques; managing member concerns; organizing and teaching juniors and members; understanding club politics; developing higher personal standards for how a Golf Professional needs to act.

6 General Manager
2013 – Present
Edmonton Country Club (Edmonton, Alberta)

Key Learnings: Providing executive leadership to all staff and board members at a premier private club; overseeing the planning and execution of \$3M in capital improvements; leading all areas of facility including course maintenance, food & beverage, Pro Shop/member services, clubhouse, human resources, etc.; motivating managers to hire and develop their teams.

3 Head Golf Professional
1992 – 1994
Heritage Pointe Golf & Country Club (Calgary, Alberta)

Key Learnings: How to adapt behavior to a senior role at a premier semi-private club, including separating self from peers to lead effectively; stepping up to take ownership for managing all golf-related aspects of operations; initiating an innovative teaching program; managing retail like a business 'owner'; marketing and promoting club services to members.

Noteworthy Achievements

- PGA of Canada, Executive Professional of the Year (2018)
- PGA of Alberta, Executive Professional of the Year (2018)
- PGA of Canada, Club Professional of the Year (2010)
- PGA of Alberta, Club Professional of the Year (2010)
- ScoreGolf, Club Professional of the Year (2010)
- PGA of Alberta, Merchandiser of the Year (2004)

4 Head Golf Professional
1994 – 2001
Fairmont Jasper Park Lodge Golf Club (Jasper, Alberta)

Key Learnings: Managing a large team responsible for entire golf-related operation; developing a personal business to purchase and manage existing retail, green fees, golf carts, club storage and range; coordinating activities associated with a \$1.3M restoration including budget monitoring and reporting.

Education / Certification / Membership

- Hotel & Restaurant Management Diploma, International Career School (1991)
- Business Diploma, Seneca College (1989)
- Business Program (2 yrs), York University (1987)
- Executive Professional, PGA of Canada
- Certified Level 2, Rules of Golf, Golf Canada
- Certified E-Z-GO Golf Cart Technician
- Certified Club Fitter – Titleist, Ping, Callaway & TaylorMade



CAREER MAP

ADAM CHAMBERLAIN



CURRENT ROLE:
Director of Golf & Operations:
Gowan Brae Golf & Country Club

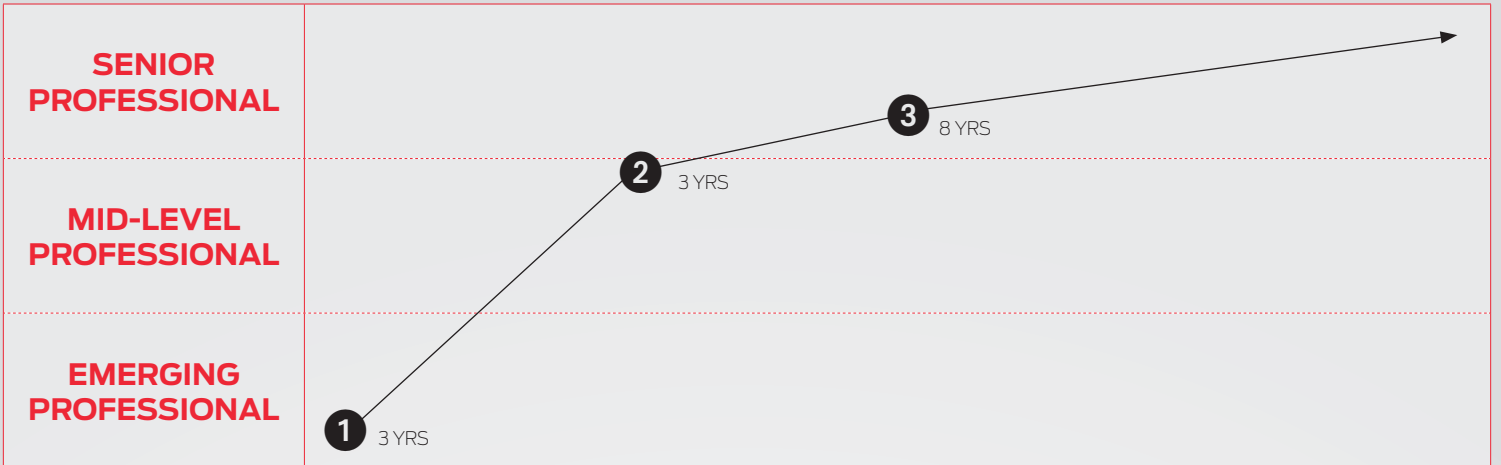
**YEARS IN
CURRENT ROLE:**
9 years

**WORK
EXPERIENCE:**
14 years



PROFESSIONAL AFFILIATION / VOLUNTEER ROLES:

- Member, Bathurst Rotary Club, 2007 to present
- Member, Board of Directors, PGA of Canada Atlantic Zone (2015 to Present)
- Former Member, Holland College Advisory Committee (2009 to 2015)



1 Assistant Golf Professional
2006 – 2009
Gowan Brae Golf & Country Club (Bathurst, New Brunswick)

Key Learnings: Basic understanding of all aspects of the golf operation; organizing and delivering programs for juniors; adapting teaching styles to accommodate junior and adult golfers; basics of club fitting; importance of being customer-focused and resolving conflicts with members; being part of a team in both organizing and implementing club events; developing a personal work ethic, including better time management.

2 Head Golf Professional
2009 – 2012
Gowan Brae Golf & Country Club (Bathurst, New Brunswick)

Key Learnings: Adapting my leadership behaviors to manage former colleagues; managing the Pro Shop as a business; overseeing accounting, invoicing, promotions, and dealing with suppliers to drive profitable growth; setting operational plan for all golf-related events; hiring staff and assigning duties; conducting performance reviews and providing coaching and career advice; promoting golf services and building relationships with Board and members.

3 Director of Golf & Operations
2012 – Present
Gowan Brae Golf & Country Club (Bathurst, New Brunswick)

Key Learnings: Allocating time to effectively manage 50+ employees in Food & Beverage, Maintenance and Golf Operation; the importance of listening to various stakeholders and adapting our club's program and services to meet needs; working with the Board and contributing to club's strategic vision and yearly operating plan; overseeing a major club capital investment including contractors and monitoring budget; managing business liaison with Board and club officials; creating and enforcing club policies and procedures; becoming a brand ambassador for the club within the community.

Noteworthy Achievements

- Merchandiser of the Year, PGA of Canada, Atlantic Zone (2017, 2019)
- Winner, PGA of Canada Atlantic Zone Championship (2015)
- Head Professional of the Year, PGA of Canada Atlantic Zone (2014)
- Winner, PGA of Canada Club Professional Championship (2013)
- Assistant Professional of the Year, PGA of Canada Atlantic Zone (2007, 2008)

Education / Certification / Membership

- Bachelor of Administration, Simon Fraser University, Burnaby, B.C.
- PGA of Canada Class "A" Designation
- Executive Professional, PGA of Canada
- Certified First Aid
- Certified TCCP Levels 1 to 4, PGA of Canada
- Certified Club Fitter – Titleist, Ping





CAREER MAP BRAD DUENCH

CURRENT ROLE:
General Manager:
Westmount Golf & Country Club

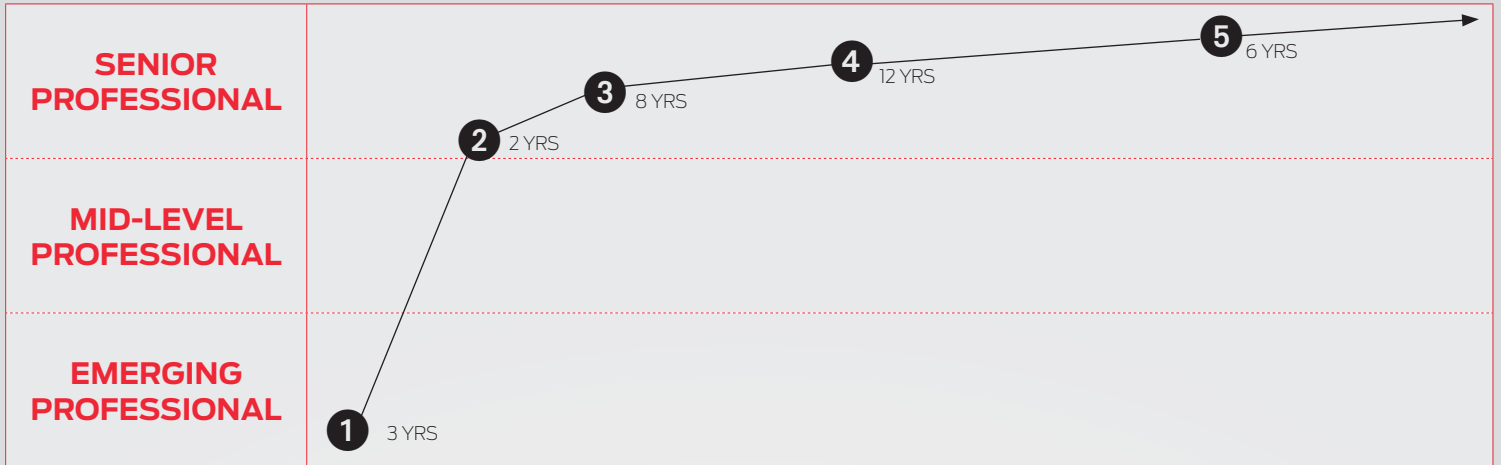
**YEARS IN
CURRENT ROLE:**
6 years

**WORK
EXPERIENCE:**
22 years



PROFESSIONAL AFFILIATION / VOLUNTEER ROLES:

- President, Chicopee Ski & Summer Resort Board of Directors (2019 - Present)
- Member, Chicopee Ski & Summer Resort Board of Directors (2017 - Present)



1 Assistant GM & Golf Professional
1997 – 2000
Foxwood Golf Club (Baden, Ontario)

Key Learnings: Supervising Pro shop and back shop; food and beverage operations at a public course; managing junior program and clinics; developing bi-weekly newsletter; working with colleagues as well as outside vendors; developing personal discipline and self-management.

2 Director of Golf Operations
2000 – 2002
Grey Silo Golf Club (Waterloo, Ontario)

Key Learnings: Importance of adapting behavior to a more senior role in order to lead effectively; allocating personal time to oversee entire operation including a major clubhouse construction project; presenting to and managing senior stakeholder/council issues; managing the ongoing public's concerns with facility; managing maintenance facility; creating new marketing and promotional tools.

3 Director of Operations
2002 – 2010
Rebel Creek Golf Club (Petersburg, Ontario)

Key Learnings: Managing complex activities from beginning to end, such as new inventory systems, marketing plan, loyalty programs, as well as new golf course and clubhouse capital project; importance of creating comprehensive course and clubhouse policies and procedures; becoming a brand ambassador for club to the community; necessity to respond to shareholder needs.

4 Managing Partner
2010 – 2014
Whistle Bear Golf Club (Cambridge, Ontario)

Key Learnings: Keys to analyzing metrics and identifying trends to create a long-range master plan for club; refined project management skills in overseeing clubhouse construction; importance of collaborating with key stakeholders to change food & beverage policies to maximize revenue and satisfy members; importance of recruiting a team with shared values and beliefs to execute the plan; re-branding club to drive membership growth.

5 General Manager
2014 – Present
Westmount Golf & Country Club (Kitchener, Ontario)

Key Learnings: The leadership approach required to establish a strategic plan and align entire team's goals and objectives around the plan; refining ability to engage staff and board members at a premier private club; steps required to replenish capital funding; overseeing the development and budget allocation of a \$5M capital improvement fund; motivating business managers to hire great people and develop their team; necessity to connect club to broader community through community-based programming.

Education / Certification / Membership

- Business Administration, Walter State College, Tennessee, USA
- Graduate, PGA of Canada Apprentice Program
- Executive Professional, PGA of Canada
- Canadian Society of Club Managers – ongoing certification
- Certified Levels I, II, III, PGA of Canada Teaching Program






CAREER MAP GREG DUKART

CURRENT ROLE:
Chief Executive Officer:
Wascana Golf Course

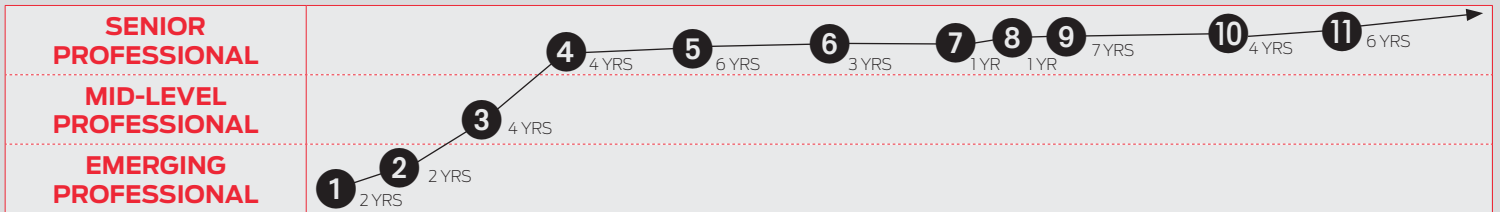
**YEARS IN
CURRENT ROLE:**
5 years

**WORK
EXPERIENCE:**
44 years



PROFESSIONAL AFFILIATION / VOLUNTEER ROLES:

- Member, Canadian Society of Club Managers (2000 to Present)
- Member, National Golf Course Owners Association (1990 to present)
- Chairman, Canadian Golf Tourism Alliance (2006-2007)
- Director/VP, Board of Directors, PGA of PEI (2005-2008)
- Member, National Golf Foundation (1990-2009)



1 Car Salesman
1978 – 1982
Percival Mercury (Regina, Saskatchewan)

Key Learnings: Introduction to building relationships with customers; positioning product to the needs of the customer; selling 'value' versus 'price'; learning importance of long-term relationship with customer; understanding sales quotas and financial reporting; understanding the importance of focusing on advantages and benefits versus sole pricing.

2 Assistant Golf Professional
1982 – 1984
Regina Golf Club (Regina, Saskatchewan)

Key Learnings: Introduction to a semi-public golf operation, including back shop, range, and Pro Shop/retail; importance of self-management; completing tasks correctly and on-time; developed public speaking and customer service skills.

3 Assistant Golf Professional
1984 – 1986
Quilchena Golf & Country Club (Richmond, British Columbia)

Key Learnings: Keys to integrating into a new team at new club; developing relationships with different leaders and peers; keys to planning various types of golf events including junior tournaments, member and public/corporate events; ordering and receiving merchandise; pricing and product promotions.

4 Associate Golf Professional
1986 – 1990
Shaugnessy Golf & Country Club (Vancouver, British Columbia)

Key Learnings: Importance of adapting working style to a premier golf facility; establishing relationships with affluent members who have high service expectations; setting tasks, providing feedback, and managing staff; organizing clinics and programs; involved with provincial and national coaching activities; retailing and inventory control; financial budgeting and being accountable for delivering key golf activities.

5 Head / Director of Golf Operations
1990 – 1996
East Sussex National Golf Club (Little Horsted, England)

Key Learnings: Adapting to new markets and market trends in the establishment of a world-class golf operation (two 18-hole courses and three-hole teaching academy) catering to local and international members; developing programs for a new teaching academy; creating retail business plans for marketing and purchasing; implementing new hiring and training practices; writing policies and procedures manuals; budgeting, forecasting, capital planning, strategic planning, report writing, business development, sales and marketing, agronomy, food and beverage, HR, Pro Shop operations; negotiating contracts, providing oversight and delivery of PGA tournaments.

6 Director of Operations / General Manager
1996 – 1999
Rivershore Estates & Golf Links (Kamloops, British Columbia)

Key Learnings: List of duties involved overseeing both golf and real estate operations of an emerging facility; refined leadership approach by delegating more of the key tasks to staff and focusing on long-term goals; importance of using available data to monitor KPIs of club; allocating sufficient time to provide leadership to over 70 FT and seasonal staff; communications; staff recruitment/succession and governance.

Noteworthy Achievements

- Best Golf Club, Rivershore Estates and Golf Links, Kamloops Daily News (1997)
- Golf Club of the Year, East Sussex National Golf Club, UK, Fairway Publications (1993)
- Golf Manager of the Year, PGA of PEI (1993)

7 Director of Golf/COO
1999 – 2000
The Glencoe Golf & Country Club (Calgary, Alberta)

Key Learnings: Shifting focus to running a 36-hole club with over 60,000 rounds annually, \$6M revenues, 200 staff and a payroll of \$2.5M; the need to have strong project management skills; importance of leadership in driving employee engagement, club culture and ultimately delivering high levels of service to members.

8 Golf Consultant
2000 – 2001
Regina, Saskatchewan

Key Learnings: Importance of resetting personal and professional goals; making decisions independently from others and being accountable to self; adjusting to a new work-life balance and developing discipline to drive consulting business; importance of leveraging professional network for business opportunities, as well as professional advice and mentoring.

9 General Manager
2001 – 2008
Golf Links PEI (Charlottetown, Prince Edward Island)

Key Learnings: Adjusting leadership style to a much broader role involving a public sector / government-run organization; overseeing the operations of four nationally-ranked provincial golf courses and implementing tactics to draw on economies of scale through the operations of these courses; importance of financial acumen in developing a strategic plan, budget and reporting mechanisms for the operations that included \$25M in fixed assets, \$6M in revenues and \$50M in direct yearly economic impact; building a comprehensive marketing plan for ongoing capital improvements; developing personal understanding of controls needed to mitigate the risks of negative outcomes; working with The Golf Channel on major made-for-TV Golf Events to increase awareness for PEI Tourism and ultimately the PEI economy.

10 General Manager
2009 – 2013
Wascana Golf Course (Regina, Saskatchewan)

Key Learnings: Importance of establishing, maintaining and leveraging a network of key stakeholders to achieve both personal and professional goals; keys to developing long-term plans that proactively addressed club members and guests' needs and that transformed these needs into relevant services; utilizing external benchmarks when evaluating a club's internal planning and control processes.

11 COO / CEO
2014 – 2015 (COO) 2016 – Present (CEO)
Wascana Golf Course (Regina, Saskatchewan)

Key Learnings: Refining personal knowledge relating to establishing a long-range forecast that considers current market conditions, evolving member needs / expectations and the club's current strength and weaknesses; time required to assess and develop the controls to mitigate the risk of negative outcomes; teaching key staff / Board members about the importance of these controls and the need for them to be used in the operation of the club.

Education / Certification / Membership

- Grade 12, one-year University (Education)
- PGA of Canada Class "A" Designation
- Executive Professional, PGA of Canada



CAREER MAP

ALAN KRISTMANSON



CURRENT ROLE:
General Manager & Director of Golf:
Whistler Golf Club

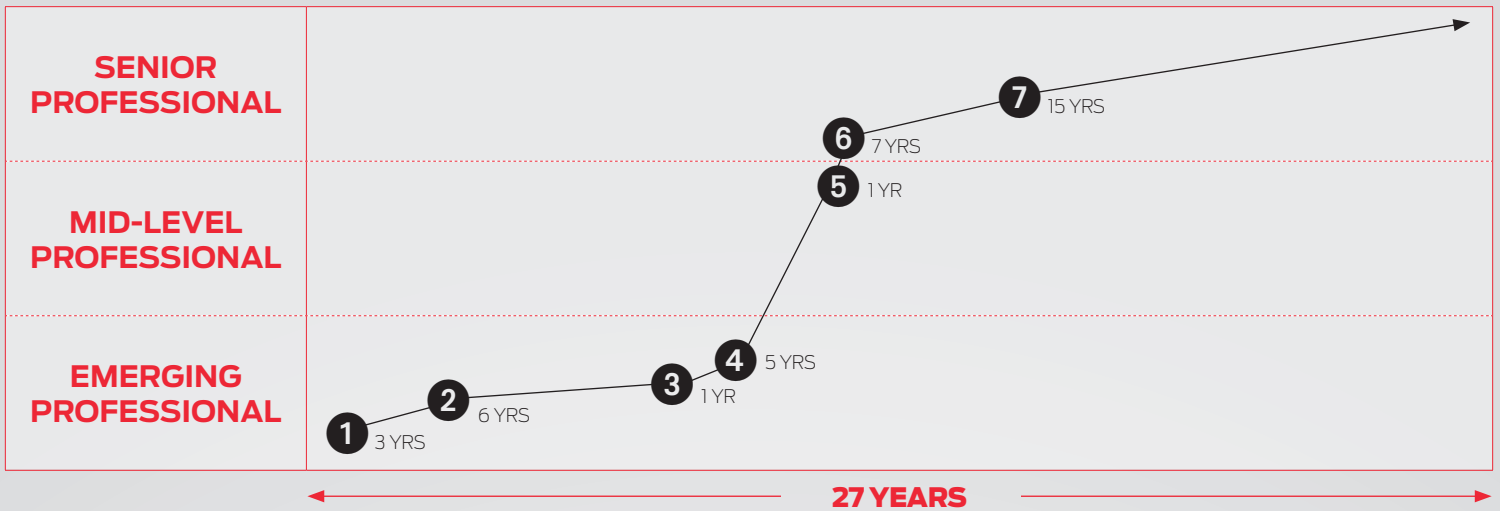
YEARS IN CURRENT ROLE:
15 years

WORK EXPERIENCE:
27 years



PROFESSIONAL AFFILIATION / VOLUNTEER ROLES:

- Board of Directors, Whistler Blackcomb Foundation (2011 - Present)
- President & Head Coach, Whistler Youth Basketball (2011 - Present)
- Mayor, Athletes' Village Whistler, 2010 Winter Olympic Games



1 Restaurant Server
1983 – 1986 (Part-time)
The Keg (Vancouver, British Columbia)

Key Learnings: Dealing with general public and learning the importance of customer experience; staff training and importance of rewarding staff to drive desired behavior.

2 Professional Basketball Player
1986 – 1992
EPBL

Key Learnings: How to prepare and perform in highly competitive environments; individual and team motivation techniques; advanced teaching and communication methods.

3 Substitute Teacher
1986 – 1992
Vancouver School Board (Vancouver, British Columbia)

Key Learnings: Instructional design; organizing students and delivering content; providing feedback.

4 Assistant Golf Professional
1993 – 1998
Whistler Golf Club (Whistler, British Columbia)

Key Learnings: Initial exposure to golf industry and course operations; basic understanding of teaching and learning; organizing and running a junior program; managing and motivating staff; conducting performance reviews; developing personal discipline and self-management.

5 TV Colour Commentator
1998 – 1999
Roger Sportsnet (Vancouver, British Columbia)

Key Learnings: Preparing self to speak on TV; refining oral communication skills to ensure clarity of message; managing the stress associated with a live broadcast; keeping calm, focused, yet informal; multi-tasking while on-air and dealing with fellow commentators; technical aspects of a TV production of professional sporting event.

6 Head Golf Professional
1998 – 2005
Whistler Golf Club (Whistler, British Columbia)

Key Learnings: How to create a professional distance needed to manage former colleagues and friends; hiring, developing, and leading a team; establishing high standards for teaching and coaching; promoting programs and monitoring performance; soliciting member feedback; developing and monitoring annual operating plans and budgets; writing monthly and quarterly newsletters and/or reports as required.

7 General Manager
2005 – Present
Whistler Golf Club (Whistler, British Columbia)

Key Learnings: Stepping up to assume a senior leadership role at the club and taking on all the authority and accountability of the role; setting the culture for the club and role modeling expected behaviors; analyzing data and identifying trends needed to creation of a long-range strategic plan; recruiting a team of capable professionals that shared same beliefs about customers to execute the plan; managing the complexity associated with the Board of Directors.

Noteworthy Achievements

- Hall of Fame, Simon Fraser University (2012)
- Hall of Fame, Basketball B.C. (2010)
- Torch Bearer, 2010 Winter Olympic Games
- Member, Canadian Olympic Basketball Team (1987-1992)
- Hall of Fame, Delta B.C. (2007)

Education / Certification / Membership

- Bachelor of Education, Simon Fraser University, Burnaby, B.C.
- PGA of Canada Class "A" Designation
- Executive Professional, PGA of Canada




CAREER MAP

DAVE McMILLAN



CURRENT ROLE:
Director of Golf & Executive Professional:
Elmhurst Golf Club

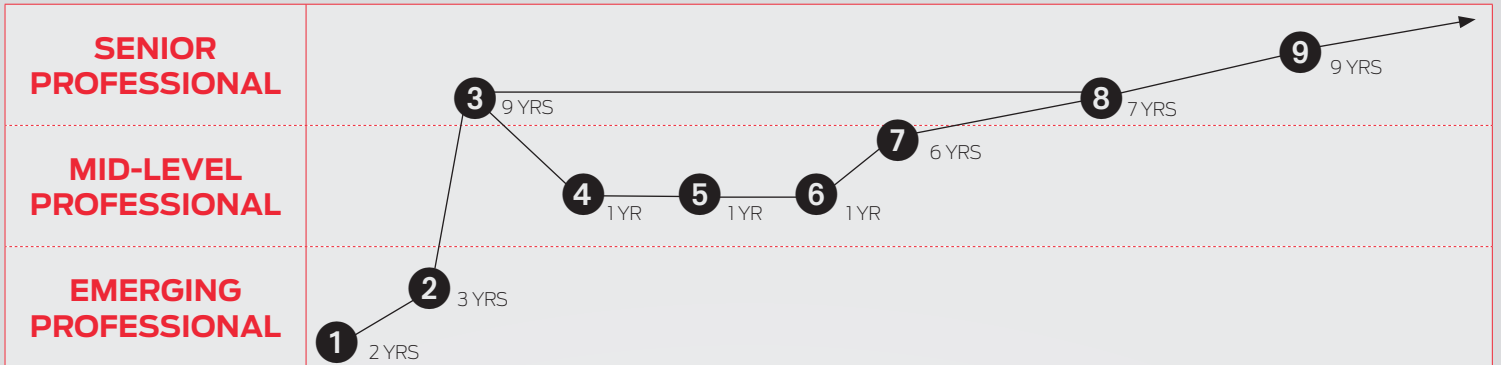
YEARS IN CURRENT ROLE:
9 years

WORK EXPERIENCE:
29 years



PROFESSIONAL AFFILIATION / VOLUNTEER ROLES:

- Member, PGA of Manitoba (1997 – Present)
- Member, CSCM, CGSA, NCGOA



29 YEARS

1 Assistant Golf Professional
1991 – 1992
Pine Ridge Golf Club (Winnipeg, Manitoba)
Key Learnings: Basic understanding of the golf industry; entry-level retail management & sales; running junior programs and adjusting teaching approach to adult lessons.

2 Professional Golfer
1993 – 1996
Canadian Professional Golf Tour
Key Learnings: Being able to interact with and compete against future PGA Tour players; enhancing my ability to teach high-level competitive golfers; understanding how top players practice, prepare for tournaments and apply course-management strategies.

3 Marketing Director
1995 – 2004
18th Green Corp (Winnipeg, Manitoba)
Key Learnings: The fundamentals of turfgrass management as a CSGA member and how to sell directly to superintendents and other seed companies; strategies to market a new product.

4 Assistant Golf Professional
1997
Charleswood Golf Club (Winnipeg, Manitoba)
Key Learnings: Steps to effectively manage a Pro Shop including merchandising; refining teaching techniques and organizing and running club events for members and public.

5 Market Director & Teaching Professional
1998
Short Game Training Center (Manitoba)
Key Learnings: Advanced strategies related to short-game instruction; how to market a unique facility including organizing and conducting corporate events.

6 Assistant Golf Professional
1999
South Interlake Golf & Country Club (Warren, Manitoba)
Key Learnings: Keys to operating a rural golf course; adjusting leadership approach to build relationships with members and staff.

7 Teaching Professional & Co-Owner
2000 – 2006
Golf Central (Winnipeg, Manitoba)
Key Learnings: How to design, purchase property, build, finance and operate a new business concept; the emotions and risks involved when investing own money; resilience when facing difficult times; determining right conditions to sell business.

8 GM & Head Golf Professional
2004 – 2011
Transcona Golf Club (Winnipeg, Manitoba)
Key Learnings: Adapting behavior to new leadership level; establishing a strategic plan for entire operation; setting an overall staffing plan; setting policies and procedures for food & beverage, maintenance, budgeting and reporting; marketing and promotion of a premier golf club.

9 Director of Golf & Executive Professional
2011 – Present
Elmhurst Golf Club (Winnipeg, Manitoba)
Key Learnings: Keys to hosting national events (e.g. Canadian Amateur); requirements to manage a large - scale course and clubhouse renovation project; steps necessary to change club's management structure, policies and procedures to fit within the club's bylaws.

Noteworthy Achievements

- Inducted, Manitoba Golf Hall of Fame (2019)
- Executive Professional of the Year, PGA of Manitoba (2017/2018)
- Head Professional of the Year, PGA of Manitoba, (2007/2016)
- Member, Canadian Tour (1993-1996)
- Amateur Champion & Golfer of The Year, Manitoba (1989)
- NCAA All America (1989/1990)

Education / Certification / Membership

- BA Business Administration & Management, Florida Southern College, Lakeland, Florida
- PGA of Canada Class "A" Designation
- Executive Professional, PGA of Canada
- Certified Instructor, TCCP, PGA of Canada





CAREER MAP

JEAN-PHILIPPE MOFFET

CURRENT ROLE:
 Director of Golf Operations:
 Club de Golf Fairmont
 Le Manoir Richelieu

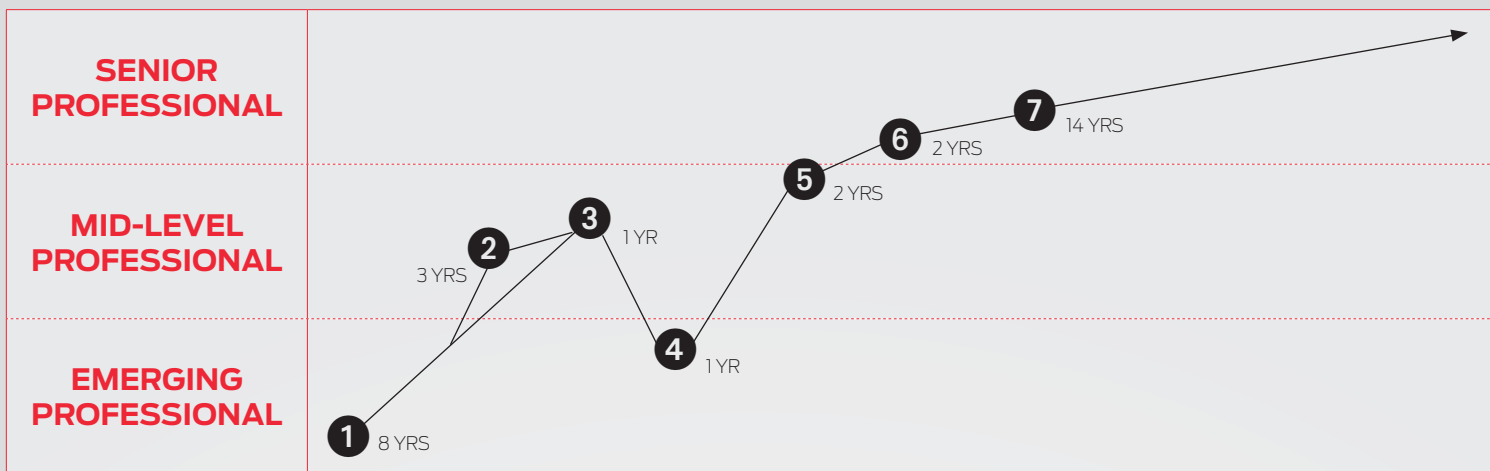
**YEARS IN
 CURRENT ROLE:**
 14 years

**WORK
 EXPERIENCE:**
 29 years



PROFESSIONAL AFFILIATION / VOLUNTEER ROLES:

- Member, Professional Golfers' Association of Quebec (2000 - Present)
- Member, Board of Directors, Golf Course Owners Association of Quebec (2006 - 2010)
- Different non-golf-related Board of Directors positions



29 YEARS

1 Golf Attendant
 1991 – 1999
 Club de Golf Charny (Levis, Quebec)

Key Learnings: Understanding the basics of club operations; communicating with members; building relations with manager and fellow staff; time and self-management.

2 Sales Representative
 1997 – 2000 (Winter months)
 Michel Gagnon Sport Agency (Quebec)

Key Learnings: Selling process; importance of knowing the customer; demonstrating and promotion skills; building resilience and importance of remaining positive.

3 Assistant Golf Professional
 2000
 Club de Golf Fairmont
 Le Manoir Richelieu (La Malbaie, Québec)

Key Learnings: Self-management skills; understanding the basic operation of the Pro Shop; retailing, inventory management; building positive customer relations at premier facility; organizing and delivering lessons and clinics.

4 Server
 2000 – 2001 (Winter months)
 Fairmont Jasper Park Lodge Golf Club (Jasper, Alberta)

Key Learnings: Improved ability to communicate in English; understanding food & beverage processes at a premier facility; keys to satisfying customers; refining professional image.

5 Assistant Golf Professional & Food Service Coordinator
 2001 – 2003
 Club de Golf Fairmont
 Le Manoir Richelieu (La Malbaie, Québec)

Key Learnings: How to effectively manage food & beverage operations at a premier resort; delegating tasks; planning for club and national-level golf tournaments; organizing and leading employees and volunteers associated with these tournaments; overseeing the catering requirements for tournaments.

6 Head Golf Professional & Food & Beverage Supervisor
 2003 – 2005
 Club de Golf Fairmont
 Le Manoir Richelieu (La Malbaie, Québec)

Key Learnings: Managing all aspects of a four-diamond restaurant; hiring, training, and supervising of staff; coordinating suppliers associated with all golf and social events at course; delegating responsibilities to staff; financial planning, reporting and monitoring costs.

7 Director of Operations
 2006 – Present
 Club de Golf Fairmont
 Le Manoir Richelieu (La Malbaie, Québec)

Key Learnings: Establishing a business strategy for golf operations from Pro Shop to maintenance; monitoring financial performance and adjusting budgets; setting human resource and customer service policies and standards for club based on Fairmont's values; presenting ideas to revenue management committee to increase hotel revenues; acting as spokesperson for club at various social, civic and media events; understanding importance of personal leadership and decision-making to overall culture of facility.

Noteworthy Achievements

- Executive Professional of the Year, PGA of Canada, Quebec Zone (2018)

Education / Certification / Membership

- Golf Club Management & Operations Program, Collège Lafèche, Trois-Rivières, Québec
- Human Sciences Diploma, Cégep Sainte-Foy, Sainte-Foy, Québec
- PGA of Canada Class "A" Designation
- Executive Professional, PGA of Canada



CAREER MAP

JEFF PALMER



CURRENT ROLE:
General Manager:
Highland Pacific Golf Course

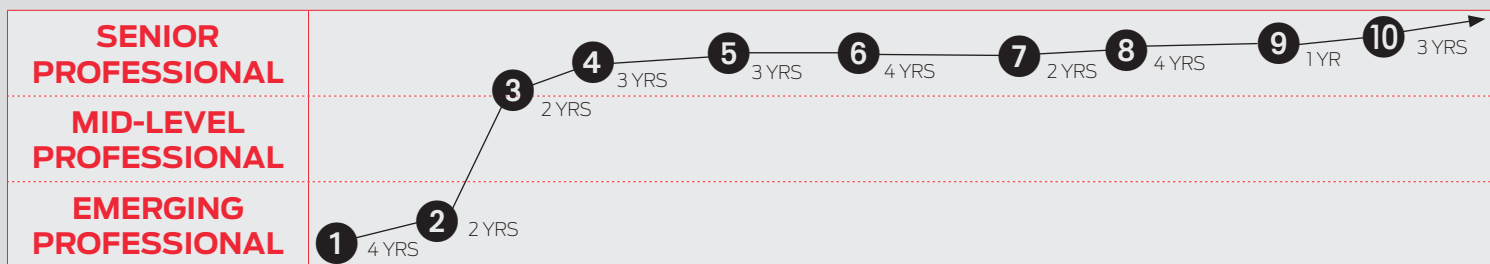
**YEARS IN
CURRENT ROLE:**
3 years

**WORK
EXPERIENCE:**
28 years



PROFESSIONAL AFFILIATION / VOLUNTEER ROLES:

- Member, NCGOA, BC Chapter Advisory Board (2018 - Present)
- Member, Board of Directors, Golf Vancouver Island (2017 - Present)
- Member, Board of Directors, PGA of BC (2012-2018)
- Member, Rotary Clubs of North Hawaii & Thornbury, Ont. (2004-2009)



28 YEARS

1 Assistant Golf Professional
1992 – 1996
Olympic View Golf Course (Victoria, British Columbia)
Key Learnings: Basic understanding of a public golf operation including back shop, range and Pro Shop/retail; being a member of a team; discipline needed to meet job expectations.

2 Assistant Golf Professional
1996 – 1998
Cordova Bay Golf Course (Victoria, British Columbia)
Key Learnings: How to plan and run various types of golf events including junior tournaments, men's/women's member nights, public/corporate events; working on committees managing volunteers.

3 Head Golf Professional
1998 – 2000
Shanghai Links Golf & Country Club (Shanghai, PRC)
Key Learnings: Starting a golf operation at a new facility in a new culture; creating a strategy from scratch on how golf services were going to operate; hiring and training staff; writing policies and procedures manual; collaborating with other club managers and owners.

4 General Manager
2000 – 2003
Shanghai Links Golf & Country Club (Shanghai, PRC)
Key Learnings: How to adapt leadership approach to Chinese culture to manage staff and liaise effectively with ownership group; delegating responsibilities; importance of making decisions independently; time and self management.

5 General Manager
2003 – 2006
Big Island Country Club (Kailua-Kona, Hawaii)
Key Learnings: Refined leadership skills to another culture to effectively influence and direct the efforts of others; importance of HR and financial management processes to success of club; shifting focus from members to public golfers in order to drive revenue growth; setting sales strategy and revenue targets.

6 General Manager
2006 – 2010
Raven Golf Club at Lora Bay (Thornbury, Ontario)
Key Learnings: Building a team from scratch at a new, premier club; monitoring the critical path to a grand opening; organizing and delivering major events (e.g. Telus World Skins Game); complexity associated with creating trusting relationship between real estate developers at Lora Bay and local community leaders.

Noteworthy Achievements

- Professional Development Award, PGA of BC (2016)
- Junior Leader of the Year, PGA of BC (2013 - 2015)
- Teacher of the Year, PGA of BC (2013)

7 Director of Golf & Operations
2010 – 2012
Sheshan International Golf Club (Shanghai, PRC)
Key Learnings: Immersing self back into Chinese culture and realizing importance of personal values such as compassion and being authentic to effective leadership and building trust and friendship with staff, members and ownership group; implementing a new brand and upgrading club's golf academy; hosting major tournament (HSB World Golf Championship) tournament with 50K patrons.

8 President & Director of Golf
2012 – 2016
Palmer Golf Solutions Ltd.,
GBC Golf Academy at Olympic View (Victoria, B.C.)
Key Learnings: Importance of resetting personal and professional goals; establishing a personal business plan and marketing services to golf community; adjusting focus back to teaching and coaching golf; refining teaching and communication skills; managing multiple responsibilities between the two roles.

9 General Manager
2016 – 2017
Ardmore Golf Course (Sidney, British Columbia)
Key Learnings: Refining focus to nine-hole course hosting over 34K rounds a year; importance of focusing strategic plan on a few core activities and then delivering on all activities; how to work with local charities and club membership to generate financial support; adapting focus by consulting to other local courses.

10 General Manager
2017 – Present
Highland Pacific Golf Course (Victoria, British Columbia)
Key Learnings: Ability to engage others in setting an overall strategic plan; creating club policies to support overall goals and culture; refining communication skills to build greater consensus among staff and board members; gaining a broader perspective on importance of my leadership behaviors and their impact on others.

Education / Certification / Membership

- Graduate Certificate in Leadership, Royal Roads University, Victoria, BC, 2020
- Certificate in Executive Management, Cornell University, NY (2009)
- Associate Business Degree – Recreation and Facility Management, San Diego Golf Academy (1991)
- PGA of Canada Class "A" Designation (1996)
- Executive Professional, PGA of Canada
- Certified Coach of Developing Competitors, PGA of Canada (2015)
- Certified Plane Truth Instructor, Jim Hardy (2014)



CAREER MAP

SHERYLE ROWLAND



CURRENT ROLE:
General Manager & COO:
Silver Springs Golf & Country Club

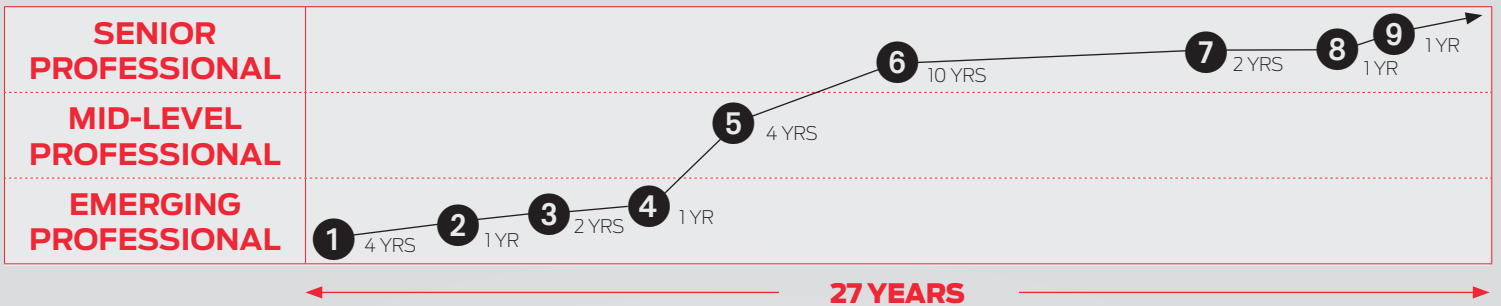
YEARS IN CURRENT ROLE:
1 year

WORK EXPERIENCE:
27 years



PROFESSIONAL AFFILIATION / VOLUNTEER ROLES:

- Mentor, PGA of Alberta Mentorship Program (2019 - Present)
- Member, PGA of Alberta Awards Committee (2014 - Present)
- Member, PGA of Canada (1997 - Present)



1 Shop Assistant & Assistant Golf Professional
1993 – 1994/ 1996 – 1997
Osoyoos Golf & Country Club (Osoyoos, British Columbia)
Key Learnings: Basic understanding of golf operations, including back shop, driving range and Pro Shop; purchasing product for Pro Shop; dealing with members; organizing club events; working as part of a larger team; first involvement with course renovations; introduction to competitive golf.

2 Assistant Golf Professional
1995
Broadmoor Golf Club (Sherwood, Alberta)
Key Learnings: How to interact and develop relationship with club members and fellow staff; keys to providing good customer service; retail and sales training; understanding the difference in operations of a private club vs. public course.

3 Golf Instructor
1997 – 1998
Shawn Croden Golf Academy (Edmonton, Alberta)
Key Learnings: Refining teaching techniques with all ages and skill levels; building communication skills; importance of developing a strong network of teaching professionals; time and self-management.

4 Golf Instructor
1999
Fox Hollow Golf Dome (Calgary, Alberta)
Key Learnings: Refining error detection, feedback and overall teaching skills; introduction to club fitting; improved ability to communicate with and resolve customer issues; uncovered personal passion to be part of a club dealing with members.

5 Associate Golf Professional
2000 – 2004
Silver Springs Golf & Country Club (Calgary, Alberta)
Key Learnings: Keys to developing a professional relationship with members and providing great customer service; merchandising, budgeting and running a business; organizing junior programs; advanced club fitting; working on committees; overseeing staff; improving personal awareness, clarifying career goals and building a plan to obtain a Head Professional position.

6 Head Golf Professional
2005 – 2015
Silver Springs Golf & Country Club (Calgary, Alberta)
Key Learnings: Transitioning a Pro Shop from private to club-owned; implementing controls to inventory, receiving, sales, etc., to ensure Pro Shop was profitable; keys to creating a service-driven culture, dealing with Board; developing a team to deliver excellent member service; importance of coaching and developing staff.

7 Head Golf Professional
2015 – 2017
Pinebrook Golf & Country Club (Calgary, Alberta)
Key Learnings: Keys to participating on and supporting several club committees; holding financial management responsibilities for the golf operation; preparing, implementing and monitoring internal budgets; managing personal time to oversee all facets of operation including Pro Shop, range, tee sheet, inventory and club events; importance of knowing how others perceive you and using leadership strengths to achieve goals.

8 Executive Professional
2017 – 2018
Willow Park Golf & Country Club (Calgary, Alberta)
Key Learnings: The broad scope of responsibilities associated with Executive Professional role including the importance of liaising closely with ownership group; refining communication skills associated with setting performance goals for various leaders, including food & beverages, sales, maintenance and admin; the need for continued focus on increasing revenues; leading culture change; perspective required to resolve complicated issues involving members and staff.

9 General Manager & COO
2019 – Present
Silver Springs Golf & Country Club (Calgary, Alberta)
Key Learnings: Adapting behavior to take on GM & COO roles; how to engage others in setting an overall strategic plan; keys to HR including goal setting, performance management, engagement, etc.; creating club policies to support business goals and culture; importance of aligning club's vision with its overall marketing, sales and services offered; remembering that my actions speak louder than words and to role model the leadership behaviors I expect of others.

Education / Certification / Membership

- Diploma, Professional Golf Management Program, Grant McEwan College (1998)
- Black Tusk Leadership Program (2018)
- PGA of Canada Class "A" Certification
- Executive Professional, PGA of Canada
- Certified, TPI Instructor
- Certified Teacher, PGA of Canada
- Certified Club Fitter – Titleist, Ping, Callaway & TaylorMade

Noteworthy Achievements

- Golf Professional of the Year, PGA of Canada (2013)
- Golf Professional of the Year, PGA of Alberta (2013)
- Club Professional of the Year, ScoreGolf Awards (2013)
- Finalist, Professional of the Year, PGA of Alberta (2011/ 2012)



CAREER MAP

GREG SEEMANN



CURRENT ROLE:
General Manager & Managing Partner:
Wooden Sticks Golf Club

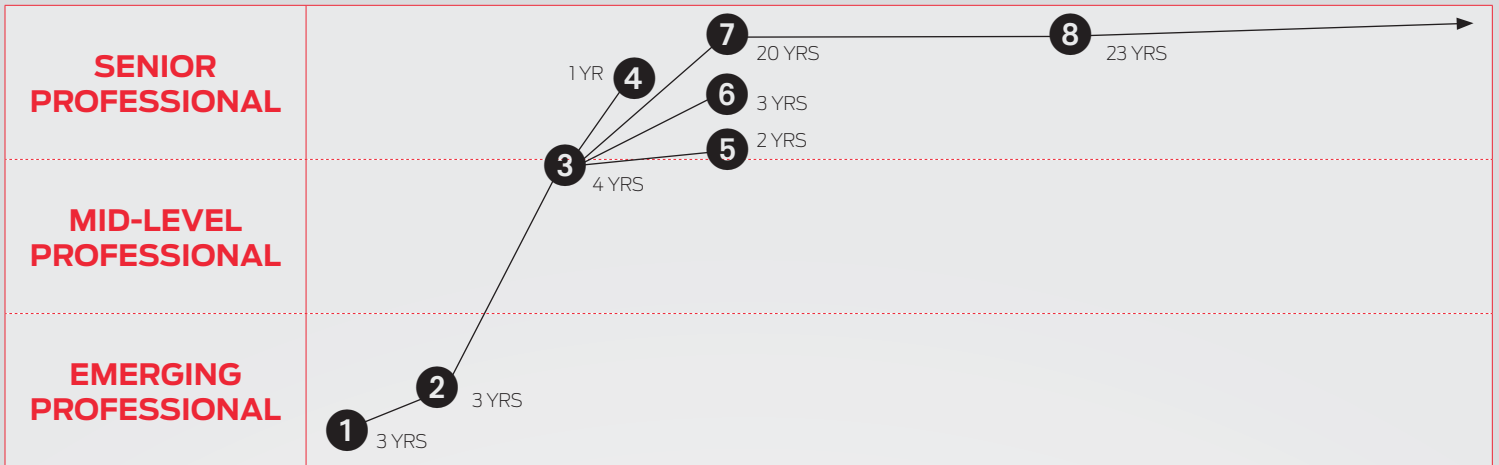
YEARS IN CURRENT ROLE:
23 years

WORK EXPERIENCE:
41 years



PROFESSIONAL AFFILIATION / VOLUNTEER ROLES:

- Board Member, TaylorMade National Committee (2013-2018)
- Board Member, National Golf Course Owners Association (2010-2015)
- Board Member, Ontario Course Owners Association (2010-2015)
- Board Member, PGA of Ontario (1991-1994)



41 YEARS

1 Assistant Golf Professional
1979 – 1982
Carrying Place Golf & Country Club (Kettleby, Ontario)
Key Learnings: Basic back shop and operations of a golf club; member relations; tee-time management; self-management; how to deal with and manage customers, retail management.

5 Director of Golf & Head Professional
1991 – 1993
Emerald Hills Golf Club (King City, Ontario)
Key Learnings: Importance of adapting behavior to a more senior role; allocating personal time to oversee entire operation; presenting to and managing senior stakeholder/council issues; creating new marketing and promotional tools.

2 Assistant Golf Professional
1983 – 1986
Maple Downs Golf & Country Club (Maple, Ontario)
Key Learnings: Assisted in hiring and training of staff; maintaining exceptionally high customer service standards; dealing with members at an elite private course; coordinating golf events; developed teaching and communication skills.

6 Investor
1991 – 1994
Markham Golf Dome (Markham, Ontario)
Key Learnings: How to assess business potential and risk; reviewing business plans; working with professional staff to implement successful business practices; monitoring performance.

3 Head Golf Professional
1987 – 1991
Glenway Country Club (Newmarket, Ontario)
Key Learnings: Managing all aspects of golf course development, maintenance and operations, including staffing, retail, events and membership.

7 Partner
1991 – 2011
Target Lines Golf Center (Newmarket, Ontario)
Key Learnings: Managing a large (over 6,000 sq. ft.) 'Big Box' retail operation including setting strategic business and tactical plans; implementing inventory management policies staffing levels; managing over \$2.5M in revenues; importance of being totally immersed in a business.

4 Operations Manager / Investor
1988
Sunnybrae Golf Club (Port Perry, Ontario)
Key Learnings: How to create and implement a golf business model including green fee and membership structure; designing membership appropriate leagues and services; managing capital expenditure investment and ROI.

8 GM & Managing Partner
1997 – Present
Wooden Sticks Golf Club (Uxbridge, Ontario)
Key Learnings: Creating a profitable business model to attract startup capital and acquire construction financing; being solely responsible for overseeing construction of a unique 18-hole course, clubhouse and on-site accommodations.

Education / Certification / Membership

- B.Sc. Human Kinetics, University of Guelph (1982)
- PGA of Canada Class "A" Designation
- Executive Professional, PGA of Canada
- Certified Level 2, Rules of Golf, Golf Canada
- Certified E-Z-GO Golf Cart Technician
- Certified Club Fitter – TaylorMade



APPENDIX B

COMPOSITE CAREER MAP: EXECUTIVE PROFESSIONAL

<p>EXECUTIVE PROFESSIONAL</p>			<p>POTENTIAL ROLES</p> <ul style="list-style-type: none"> Executive Professional Chief Executive Officer (CEO) Chief Operating Officer (CEO) Managing Partner General Manager Director of Operations
<p>SENIOR PROFESSIONAL</p>		<p>POTENTIAL ROLES</p> <ul style="list-style-type: none"> Head Golf Professional Head Teaching Professional Director of Golf Operations Senior Associate Golf Professional (Tier 1 Club) 	
<p>EMERGING / MID-LEVEL PROFESSIONAL</p>	<p>POTENTIAL ROLES</p> <ul style="list-style-type: none"> Assistant Back Shop Assistant Pro Shop Teaching Assistant Associate Professional Associate Golf Professional 		
<p>TYPICAL TIMELINE</p>	<p>← 0 – 8 years (post high-school) →</p>	<p>← 9 – 14 years →</p>	<p>← 15 years and beyond →</p>
<p>RECOMMENDED LEARNING EXPERIENCES</p>	<ul style="list-style-type: none"> Understanding the basic operations of a golf club and what roles exist. Establishing personal identity, career goals and deciding if role in golf is a passion or just a job? Basics of instructing and coaching others. Communicating with and understanding the needs of both public and private club members. Learning to help others achieve success by putting aside their own goals. Keys to building trusting relationships with members, team and fellow managers. Importance of being a role model and respecting management decisions. Building self-management skills and adopting new leadership habits. 	<ul style="list-style-type: none"> Acquiring an in-depth knowledge of the club's golf operations, project planning, and people management. Planning and organizing staff to deliver clinics, camps, tournaments, club events, etc. Creating the business plan for golf operations. Financial management, retailing, inventory control, etc. Assessing staffing needs, hiring and training staff and volunteers to fit plan. Assessing business performance and communicating results to club's senior leaders / Board. Developing a broad network within / outside club. Solidifying leadership approach with team, fellow staff, GM, and Board members. Understanding the steps to establishing a good work / life balance. 	<ul style="list-style-type: none"> Developing an integrated long-term strategic plan for the club. Implementing a risk-mitigation plan using metrics and communicating value to club's Board. Assessing workplace culture in light of club's strategy and developing an improvement plan. Resolving sensitive issues using a values-based decision-making approach. Acting as a positive brand ambassador for the club in any situation.
<p>RECOMMENDED EDUCATION, CERTIFICATION, MEMBERSHIP</p>	<ul style="list-style-type: none"> Initiate PGA of Canada Class "A" Designation Complete a Golf Management Diploma Complete a college or university degree (business-related recommended) Member, PGA of Canada Member, Board of Director, provincial PGA 	<ul style="list-style-type: none"> Complete PGA of Canada Class "A" Designation Member, Canadian Society of Club Managers Member, Association of Golf Merchandisers Presenter at a PGA of Canada or America Golf Seminar Specialization in PGA of Canada Training Academy in Management and Leadership Ongoing professional development (e.g. Executive Education Programs in Leadership and Business) 	<ul style="list-style-type: none"> Ongoing professional development (ex: Executive Education Programs in Leadership and Business) Executive Professional Designation (PGA of Canada) Board of Directors, Association of Golf Merchandisers Board of Directors, Canadian Society of Club Managers Member, Industry Associations (e.g. TaylorMade Advisory Board)



NOTES:

A series of horizontal dotted lines for taking notes.

NOTES:

A series of horizontal dotted lines for taking notes.



NOTES:

A series of horizontal dotted lines for writing notes.



UNDERSTANDING CAREER TRANSITIONS

AN INVESTIGATIVE LOOK AT THE CAREER PATHS
OF PGA OF CANADA EXECUTIVE PROFESSIONALS
BY: TIM ROBINSON Ph.D.

THE PGA OF CANADA ©2020
PUBLISHED IN CANADA. ALL RIGHTS RESERVED.
CE DOCUMENT EST AUSSI DISPONIBLE EN FRANÇAIS.