

KOPPLIN KUEBLER & WALLACE

GENERAL MANAGER/EXECUTIVE VICE PRESIDENT PROFILE: FIDDLESTICKS COUNTRY CLUB FORT MYERS, FL

THE GENERAL MANAGER/EXECUTIVE VICE PRESIDENT OPPORTUNITY AT FIDDLESTICKS COUNTRY CLUB

Fiddlesticks Country Club is seeking a dynamic, engaging leader with an outstanding track record of success to serve as the General Manager/Executive Vice President. Collaborating closely with the Board of Directors, the General Manager/Executive Vice President will play an instrumental role in shaping the organization's future direction. The club seeks an inclusive and approachable leader who can foster consensus and facilitate cooperation within a non-profit, volunteer-based board and committee environment. Initiative, innovation, and resourcefulness are highly regarded qualities that the candidate should bring to the role. Input will be highly valued in helping to refine strategies and initiatives.

The ideal candidate should exhibit a remarkable ability to lead through empowerment, allowing dedicated staff to thrive while offering guidance and mentorship. Recognizing and respecting the expertise of team members and entrusting them to excel in their roles are defining characteristics that are sought after. The candidate should demonstrate a profound commitment to the mission and a genuine passion for the role's responsibilities, along with a sincere appreciation and high regard for the game of golf. Advocating for the well-being of staff is of utmost importance, as well as someone who can cultivate a workplace culture where team members feel supported, valued, and encouraged to contribute their best. The new General Manager/Executive Vice President will succeed a tenured, highly-regarded leader and will inherit a talented team.

[Click here to view a brief video about this opportunity.](#)

FIDDLESTICKS COUNTRY CLUB

Fiddlesticks Country Club is a premier private club and bundled, golf-centric community in Fort Myers, Florida. Known for its warmth and inclusivity, Fiddlesticks is an active lifestyle community that features 585 homes. Two championship golf courses, Long Mean and Loch Ness, wind through the community; Fiddlesticks offers the lowest course density in the area. Beyond golf, Fiddlesticks provides its members with a full range of amenities; the best that private country club living has to offer. An elegant and state-of-the-art Fitness Center offers personal training, massage, a variety of classes, and even on-site physical therapy in conjunction with Lee Health. Eight Har Tru tennis courts offer a variety of programs for all ages and playing levels year-round; a resort-style pool and cabana, pickleball, bocce, children's playground, and dog park are adjacent. Nearly 200 social events a year and a full dining calendar complement the amenities, providing members with opportunities to foster and cultivate friendships. There is something for everyone and certainly leaves no reason for members to ever leave the gates.

Additionally, one of the most unique qualities of the Club and Community is the spirit of philanthropy that exists among the membership. Thanks to Fiddlesticks Cares, the community's volunteer organization, members can select the charity that's right for them. It can be as an individual or they may gather a group of members together for larger projects. Members within this community glean the same level of satisfaction from helping others as they do the best-in-class amenities at Fiddlesticks. This balance of living and giving, fun and dedicated volunteerism, has become the cornerstone of the community and what makes Fiddlesticks a place that only happens once. In 2002, the members established the Bobby Nichols-Fiddlesticks Charity Foundation, a 501c3 organization, and a mission to help abused and at-risk children.

With founding club member and 1964 PGA Championship winner Bobby Nichols as their namesake, they selected three small local agencies to focus on and have continued to commit to them since it all began. Children's Advocacy Center (CAC), Abuse, Counseling and Treatment (ACT), and Blessings in a Backpack are the beneficiaries and good stewards of the monies donated to their organizations; the members of Fiddlesticks over the years have raised over \$20M.

In October 2014, the Mayor of Fort Myers presented the Key to the City to the residents of Fiddlesticks Country Club for their commitment to charitable work including the Foundation and the work of Fiddlesticks Cares.

The Club is in the process of reviewing all facilities and grounds and has developed a long-term, Master Facilities Plan. The Long Mean will undergo extensive renovation including environmental, maintenance, and strategic design enhancements in 2026. Additionally, the Club has architectural plans to improve the Clubhouse, cabana area, and guard house to modernize the understated elegant aesthetics of its current design. Fiddlesticks Country Club is considered a top 100 Platinum Club of America and is currently ranked 84.

FIDDLESTICKS COUNTRY CLUB BY THE NUMBERS:

- Members: 622
- Initiation Fee - \$115,000
- Annual Dues: Approximately \$9.5M | Gross Payroll: Approximately \$8.4M
- Gross Volume: Approximately \$15.5M
- Food and beverage operations revenues are approximately \$3.3M
- Employees: 78 FTE / 17 seasonal
- 9 Board members, each serving three-year terms
- The Club uses Jonas for POS and Accounting
- The Club is organized as a 501(c)(7)
- The average age is approximately 62 years

FIDDLESTICKS COUNTRY CLUB WEBSITE: www.fiddlesticksscc.com

GENERAL MANAGER/EXECUTIVE VICE PRESIDENT POSITION OVERVIEW

The GM/EVP of Fiddlesticks Country Club reports directly to the Club President and Board of Directors and manages all aspects of the Club's operations. He/she coordinates and administers the Club's policies as defined by the Board of Directors, develops operating policies and procedures, and directs the day-to-day work of all departments, including golf operations, course maintenance, member services, food and beverage, fitness, racquet, pool, facilities maintenance, accounting/budgeting, human resources, and community management. Specific emphasis should be on delivering the highest quality standards to enhance the experience for members and their guests.

The GM/EVP is expected to be a consummate and respectful professional in terms of transparency, honesty, straightforwardness, integrity, accountability, leadership, and dedication. He/She must be able to inspire and motivate a strong team at FCC and earn the respect of the members and employees and the community at large. Gaining and maintaining the trust and confidence of these constituencies is a critical success factor at FCC.

Fiddlesticks Country Club is an intimate and active operation that requires significant administrative and organizational skills, strong financial acuity, and a naturally "front-facing" approach, as is the ability to analyze and convey important financial information and expectations to various Committees, the Board, and the leadership team succinctly and concisely. The ability to create a culture of embracing excellence in all that is done and provided (service, programming, amenities, etc.) is a key attribute necessary for success and must be a strong priority.

While clearly important at all clubs, communication is of utmost importance at FCC. The GM/EVP must be comfortable and effective in communicating with all levels of staff, with the varying demographics of the membership, with outside vendors and community leaders, and in both one-on-one and large group settings. Exceptional personal presentation and writing skills are critical in this role, as is a sincere and natural front-facing, approachable style. Collaborating with the Board, Committees, and Senior Staff, the GM/EVP must be focused on ensuring that the Club's vision is relevant, topical, and well-constructed and that all involved know their accountabilities.

Fiddlesticks Country Club is a very inclusive and welcoming Community and Club. The new GM/EVP needs to epitomize and further this style of inclusiveness and warm hospitality culture.

KEY PRIORITIES

Initial priorities for the new GM/EVP are expected to include:

- Spend considerable time with the Board, Members, and Staff to “listen and understand the culture and history of FCC before making any significant changes. Be available, approachable, inclusive, interactive, and “present.”
- Strive to create synergy amongst the Team and the varying groups of the membership, by actively listening and engaging with everyone in the various areas of the Club. Be highly visible in all areas, including the golf courses, which members identify as their most valuable assets.
- Evaluate the overall service experience, especially in food and beverage operations and golf operations, collaborating on a ‘game plan’ for quick enhancements, if any are deemed necessary and appropriate. Create, develop, and implement strategies to measure and evaluate member and employee satisfaction using methods such as surveys, focus groups, listening sessions, etc.
- Analyze and monitor the essential KPIs (Key Performance Indicators) of Fiddlesticks Country Club; emphasize data-driven decision making within the Board, Committees, and team.
- “Pay attention to details” around the Club --- physical plant, SOPs, as well as programming, activities, etc. Working with the senior staff, creating enhancement strategies for all areas, and keeping the Board well informed of what and why.
- Review and enhance or install appropriate and necessary performance management standards, including clearly defined SOPs, key evaluation metrics, and necessary goals and objectives, ensuring that the Team responsible for each understands their responsibilities and accountabilities and that there is strong “unity” and “collaboration.”
- Consider the current organizational chart, including a strong focus on the human resources and communications areas, and make recommendations to the Board for any changes or enhancements after thoroughly evaluating.
- Review current practices for staff recruitment, retention, and overall development/training strategies, and work with the Team to develop a plan for enhancement in each area as appropriate.
- Become familiar with the long-term plan and vision for the facilities; quickly come up to speed with current and upcoming capital projects.
- Conduct a comparative, benchmarking analysis of peer Clubs. Embrace best practices, identify opportunities for improvement, and work with the Board to thoughtfully enhance the market position of Fiddlesticks Country Club over time.
- Create a “State of the Club” report to the Board after ninety (90) days of evaluation and observation, providing keen insights and recommendations regarding procedures, staffing, programming, and other key processes within FCC.

CANDIDATE QUALIFICATIONS

The ideal and outstanding candidate will:

- Be a highly energetic individual with a proven track record as a general manager or well-mentored AGM and a passion for service excellence in all facets of club operations, providing innovative leadership and sound guidance to club membership and staff.
- Exceptionally strong communication and facilitation skills, both in writing and verbally, along with the appropriate personal presence and “gravitas,” desire and ability to interact effectively with and before diverse constituencies of members, staff, vendors, community officials, and other people who are part of the success of Fiddlesticks Country Club.
- As noted, have the verifiable history and ability to attract, hire, mentor, develop, and lead a high-performing team of professionals, ensuring that they continue to function as one team rather than individual departments while setting and maintaining standards of performance appropriate to perpetuating the Club’s strategic vision.
- Be a disciplined, inspirational, energetic, and visionary leader who can impart an appropriate culture of consistent, quality service and attention to detail. Someone who is visible but who works strategically and can clearly communicate his/her strategy and expectations to the team for whom he/she is a natural mentor.
- Have at least 7 years of progressive leadership/management experience in a private member-owned club or high-end resort operation, preferably those with member boards and committee involvement.
- Possess knowledge of industry best practices; stay attuned to leading trends amongst clubs both locally and nationally.

- Be aware of HOA laws in the state of Florida. If not certified or experienced in Florida Community management, be committed to obtaining certifications to gain the appropriate knowledge.
- Is expected to be a “consummate hospitality professional” with a “servant’s heart” and strong operational management skills, who, in collaboration with the Board, Member Committees, and Senior Staff, can define and strategically execute plans to ensure Fiddlesticks Country Club is viewed as one of the premier clubs and communities in the country.
- Possess a strong history of success and a keen understanding of quality food and beverage operations, golf operations excellence, mentoring, strategic planning, innovation and creativity, and strong service culture development.
- Have demonstrated ability to attract, hire, develop, and engage a high-performing cross-functional team, all focused on embracing standards of excellence in all they do. Critical to this outcome is ensuring a highly collaborative leadership team, armed with clear goals and accountabilities, supported by a strong advocate for their individual and group success.
- Exhibit financial and budgeting acumen with prior significant P&L responsibility and a true understanding of the balance sheet, member equity, capital reserve strategies, and cash flow.
- Have had prior involvement in conceptualizing, developing, coordinating, and executing strategic and capital projects of some magnitude, including gaining member and staff support and understanding current trends and member/staff expectations. Staying relevant and ahead of changing demographic expectations as it relates to services, programming, and amenities will continue to be highly important at Fiddlesticks Country Club.
- Be a creative problem solver who commands respect because of the way he/she interacts with others, lives up to his/her word, and confidently puts forth recommendations to the Board and Staff; a true “thought partner” with the Board and Committees to the long-term success of Fiddlesticks Country Club.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- A bachelor’s degree with a focus on hospitality management is preferred.
- In lieu of the degree, substantial private club or hospitality experience will be considered.
- Industry certifications such as CCM, CCE, CMC, or PGA are encouraged but not required.
- CAM, LCAM, PCAM certifications are encouraged but not required.

EMPLOYMENT ELIGIBILITY VERIFICATION

In compliance with federal law, all persons hired will be required to verify identity and eligibility to work in the United States and to complete the required employment eligibility verification form upon hire.

SALARY AND BENEFITS

Salary is open and commensurate with qualifications and experience. The club offers an excellent bonus and benefits package, including association membership.

INSTRUCTIONS ON HOW TO APPLY

Please upload your resume and cover letter, in that order, using the link below. You should have your documents fully prepared to be attached when prompted for them during the online application process. Please be sure your image is not present on your resume or cover letter; that should be used on your LinkedIn Profile.

Prepare a thoughtful cover letter addressed to Fiddlesticks Country Club Search Committee/Mr. Steve Wagner, Search Chair, and clearly articulate your alignment with this role, why you want to be considered for this position at this stage of your career, and why FCC and the Fort Myers, FL area will be beneficial to you, your family, your career, and the Club if selected.

You must apply for this role as soon as possible but no later than, Friday, June 19, 2024. Candidate selections will occur in late June with first Interviews expected in July 2024 and second interviews a short time later. The new candidate should assume his/her role in September.

IMPORTANT: Save your resume and letter in the following manner:

“Last Name, First Name - Resume” &

“Last Name, First Name - Cover Letter – Fiddlesticks CC”

(These documents should be in Word or PDF format)

Note: Once you complete the application process for this search, you cannot go back in and add additional documents.

[Click here](#) to upload your resume and cover letter.

If you have any questions, please email Holly Weiss: holly@kkandw.com

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