

# CLUB CONNECT

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## Sorrento Golf Club Chef a Master

Manager  
Performance  
Management

Words of Wisdom

Are You  
Underinsured?





By Steven Bowman

# Club Managers Drive Culture

## *Six Key Factors in Club Manager Performance Management*

One of the key assets of any club is its Manager (or any other title that represents the chief staff leader). Yet in many instances, this key asset is either not performance managed at all, or is very poorly managed by the Board. This article outlines six key factors that should make the performance management of your manager more effective and strategic.

### **1. Not performance managing your manager is a major risk, yet most attempts at club manager performance management do not work!**

This is a guaranteed way of ensuring you lose a high performing manager and retaining an ineffective manager. Recent anecdotal research suggests that over 60% of NFP managers who leave their organization of their own volition do so because they were very dissatisfied with their performance management processes and outcomes. One of the most common complaints of nonprofit CEOs is that the Board did not establish clear criteria for performance, and did not conduct the performance management process effectively and efficiently. This is a great risk for clubs which can be strategically managed by developing robust manager performance management processes.

### **2. The Role of the Governance Sub-committee.**

The performance management process for the manager is most often left up to the Chair of the Board or Management Committee, who in many instances does not have any experience with or be any good at performance management. Leaving the management of one of the club's key assets, the manager, to one person who may not have the experience or skills is...crazy!!! It is too important a process to leave up to any one person, and should be the province of a Board subcommittee, most often called the Governance subcommittee. Its primary function is to assist the Board in fulfilling its accountability responsibilities with respect to both the Board and the manager. The Governance subcommittee looks after the skills analysis, recruitment process, induction, succession planning and ongoing performance management of both the manager and the Board itself. This subcommittee usually meets two times a year, and provides performance management feedback to the manager every 6 months.

### **3. Key Performance Indicators for the Manager.**

One of the key tools of the performance management process is the Key Performance Indicator (KPI). In our experience, there are three distinctly different types of Key Performance Indicators that need to be developed concurrently for the manager – Strategic (based on the strategic plan, usually 3 or 4 KPIs), Behavioural (based on the behaviours or culture the Board requires, usually 1 or 2 KPIs) and Compliance (based on contractual, process or compliance issues, usually 1 or 2 KPIs). There should be no more than 5 to 7 specific KPIs in total for the manager.

### **4. Board Contributing to Manager development.**

The Board needs to continually work with the manager to develop the manager's skills in relevant areas. These relevant areas are identified during the performance management process. The Board also needs to develop processes that provide evidence of the manager's performance and impact, and ensure they have the processes in place so they know they can trust their manager, rather than having blind faith in them.

### **5. The Impact of Strategic Planning on Performance Management.**

The Board should require the manager to report against achieving the success measures of the Strategic Plan within the time lines agreed, not report against how busy they have been.

### **6. Succession Planning for the Manager.**

The Board should develop a manager succession plan as soon as they have hired their manager. The succession plan needs to assist in identifying the required skills and characteristics that the club will need into the future, sourcing the most appropriate people, and ensuring that the whole process is strategically and seamlessly managed. It is also useful to have a key personnel transition strategy and a critical path for manager succession planning.

For more resources on developing performance management for the Club Manager, including succession planning, Board subcommittee charters and creating the desired culture in your club can be found on the Conscious Governance website.

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