

Club Management Competencies

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Objectives

- How competencies are used by CMAA
- Management to Leadership Model
- Professional Development Programs
 - Business Management Institute Courses
 - World Conference on Club Management
 - Chapter Education Programs
- Certified Club Manager Exam

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Management to Leadership



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CMAA Sponsored Studies

- Original Club Manager Competency Studies
 - Perdue, Ninemeier and Woods
- Current Club Manager Competency Study
 - Koenigsfeld

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Why Is This Session Important to Me?

- Recognizing the changes in competencies needed today in order to be successful as a club manager will help me better prepare myself to do my job
- New competency alignment will be used as the basis for club management education programs and certifications

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Definitions

- Competencies have been defined by Boyatzis (1982), as “an underlying characteristic of a person in that it may be a motive, trait, skill, aspect of one’s self image or social role, or body of knowledge which he or she uses” (Boyatzis, 1982, p. 21).
- “Managerial competencies are skills or personal characteristics that contribute to effective managerial performance” (Albanese, 1989, p. 66).

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Competencies & Competency Models

- The purpose of competencies is to show the relationship between perceived performance, anticipated future performance and expected performance (Antonacopoulou & Fitzgerald, 1996).
- Competencies and competency models are generated by studying the job and compiling a list of knowledge, skills and abilities that are required to perform the job effectively (Jirasinghe et al., 1995).

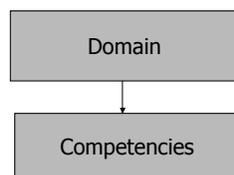
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Competency Definitions

- Competency refers to the knowledge, skills and performance abilities required to perform a job effectively (Perdue, et al, 2002).
- Management competencies are skills, knowledge and behaviors to be demonstrated at a specified level of proficiency by managers.
- Competency Modeling "is a descriptive tool that identifies the knowledge, skills, abilities and behavior needed to perform effectively in an organization." (Chung-Herrera, et al, 2003, p. 17).

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Domain – A group of competencies, skills or behaviors organized for the purpose of simplification.



An example of a domain would be "accounting and finance" and an example of a competency within this domain would be "develop an annual operational budget."

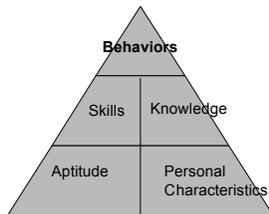
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Sandwich (1993)

- Conceptual-Creative - Based on Mintzberg's brain mind functioning and includes competencies such as "developing new ideas, visualizing the future of the organization, strategic planning and adapting to change"
- Leadership - developing subordinates and building an effective team
- Interpersonal - communication
- Administrative - administrative domain includes competencies such as accounting and finance and personnel management formally called human skills in the Katz study
- Technical - Katz (1955) found that the higher the managers were in the operation the less important technical skills became. Foundation to management.

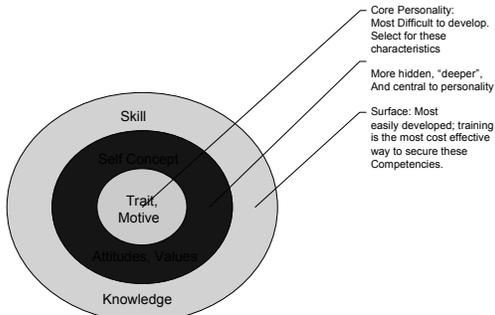
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Competency Pyramid



Lucia & Lepsinger, 1999, p. 7

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Advantages to Competency Models

- Recruitment and selection of managers and employees
- Assessment
- Development of job descriptions
- Development of training programs tailored to improving management and staff performance
- Increased organizational performance for competitive purposes
- Organization planning, career progression and planning, communication
- Empowering employees to make managerial decisions, bringing about organizational or cultural change
- Curriculum development
- Management competencies can also be used to create professional development (lifelong learning) programs and certification standards for industry professionals (Kent & Perdue, 1989).

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Management to Leadership



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Competencies Required for Future Club Managers' Success (continued)

Rating of nine competency domains based on perceived value to a club manager's job in the future from highest priority to lowest priority (1=highest priority to 9=lowest priority)

Domain	Rating
Management	2.9
Club accounting and finance	3.3
Human and professional resources	3.4
Food and beverage management	3.9
Club governance	4.4
Building and facility management	5.3
Marketing	5.6
Sport and recreation management	6.2
External and government influences	7.1

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Purpose of the Study

- The purpose of this study was to determine which managerial competencies private club managers perceive to be important and which managerial competencies they most frequently use.
- The results of this study were compared to previous studies conducted on club manager competencies to see if important managerial competencies changed over time.
- In order to gain a better perspective on what competencies were the most important, each competency value was categorized according to the following scale used by Butula (1975).

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The Survey Questionnaire

- Eight page questionnaire
- Contained three sections with a total of 356 questions including importance ratings and frequency ratings.
- The first section of the survey contained both club and manager demographics.
- Each competency was rated on importance using a five point Likert scale where five (5) was "critically important" and one (1) was "no importance".
- Each competency was also rated on a three point scale for frequency of use where three (3) was "always used the competency" and one (1) was "never used the competency". Managers could also select *NA* for not applicable if the competency was not applicable to their private club

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The Survey Questionnaire

- Pilot tested with a panel of 12 experts from the club industry as well as university educators.
- Tested three competency domains that were not included in previous club manager competency studies. (5 domains)
 - 1) Leadership
 - 2) Conceptual-creative
 - 3) Interpersonal

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Sample

- Study funded by a grant from the Club Foundation. Mailing labels for all active members of CMAA were provided by the association.
- Mailed 800 surveys personalized by CMAA Academic Advisor, Joe Perdue endorsing the study. Packet included return postage.
- Mailed in March 2007 following CMAA World Conference. Only active members were surveyed (members for at least a year no students or retired members).
- Three weeks after the initial mailing, a follow-up post card from CMAA's academic advisor was sent to every manager who had not completed the survey from the initial mailing.

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Sample (Continued)

- Managers attending Business Management Institute (BMI) programs offered by CMAA from January through April 2007 were also included in this study.
- Seven Business Management Institute programs were conducted by CMAA over this time period.
- Managers attending two CMAA chapter education meetings during the spring of 2007 were also included in the sample.
- Managers were asked not to complete the survey if they had previously completed it through the mail, at a Business Management Institute program or at a chapter education program.

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Sample Characteristic

- 372 responded through mail for an overall response rate of 47 percent.
- Seven incomplete surveys were dropped from the study leaving 365 responses through mail for a participation rate of 46 percent.
- 231 surveys were obtained through CMAA professional development programs and chapter education sessions. There were a total of 596 useable surveys used in this study.

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Survey Location for Participants

	N	Percent
BMI I	47	8%
BMI II	37	6%
BMI III	38	6%
BMI IV	15	3%
BMI V	15	3%
BMI Golf Management	17	3%
Certification Review Course	28	5%
Carolina Chapter Meeting "March"	14	2%
Carolina Chapter Meeting "April"	20	3%
First Mailing	309	52%
Second Mailing	56	9%
Total	596	100%

Classification of Clubs for the Survey Population

	N	Percent
Country Club	426	72%
Golf Club	76	13%
City Club	38	6%
Athletic Club	9	1%
Yacht Club	18	3%
Other	29	5%
Total	596	100%

Comparisons of Respondent Club Characteristics to the Population of Members of the Club Managers Association of America

Characteristic	Population	Sample
Average Age of the Club Manager	44	46
Percentage of Male Club Managers	83%	86%
Percentage of Certified Club Managers	35%	52%
Percentage of Honor Society Members	10%	23%
Percent of Clubs that are Member Owned	80%	83%
Percent of Clubs that are Developer Owned	13%	10%

Results

- Competencies with a mean score of 5.0 to 4.5 were classified as essential competencies
- Competencies with a mean score of 4.49 to 3.5 were classified as considerably important competencies
- Competencies with a mean score of 3.49 to 2.50 were classified as moderately important competencies
- None of the 151 managerial competencies identified in this study had a mean score below 2.50.
- This study identified 28 essential competencies, 120 considerably important competencies and three moderately important competencies.

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Results (Continued)

- Of the 28 essential competencies identified for private club managers, ten came from the leadership domain, four came from the interpersonal domain, three came from the conceptual-creative domain.

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Aggregate Ranking for the Overall Important and Frequently Rated Managerial Competencies

Cluster	Aggregate Rating	Importance Rating		Frequency Rating	
		Rank	Average	Rank	Average
Leadership	7.23	1	4.54	1	2.69
Interpersonal	7.08	2	4.47	2	2.61
Accounting	6.94	3	4.36	3	2.58
Human Resources	6.88	4	4.34	4	2.54
Food & Beverage	6.83	5	4.30	5	2.53
Conceptual-Creative	6.77	6	4.27	6	2.50
Club Governance	6.74	6	4.27	7	2.47
Legal	6.64	8	4.17	7	2.47
Golf	6.53	9	4.11	9	2.42
Marketing	6.36	10	4.02	11	2.34
Sports & Recreation	6.26	12	3.91	10	2.35
Facilities	6.24	11	3.96	12	2.28

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