

ClubLife **RISE** PROGRAM

Recognizing Individual Strengths to Elevate

Rise To The Next Level

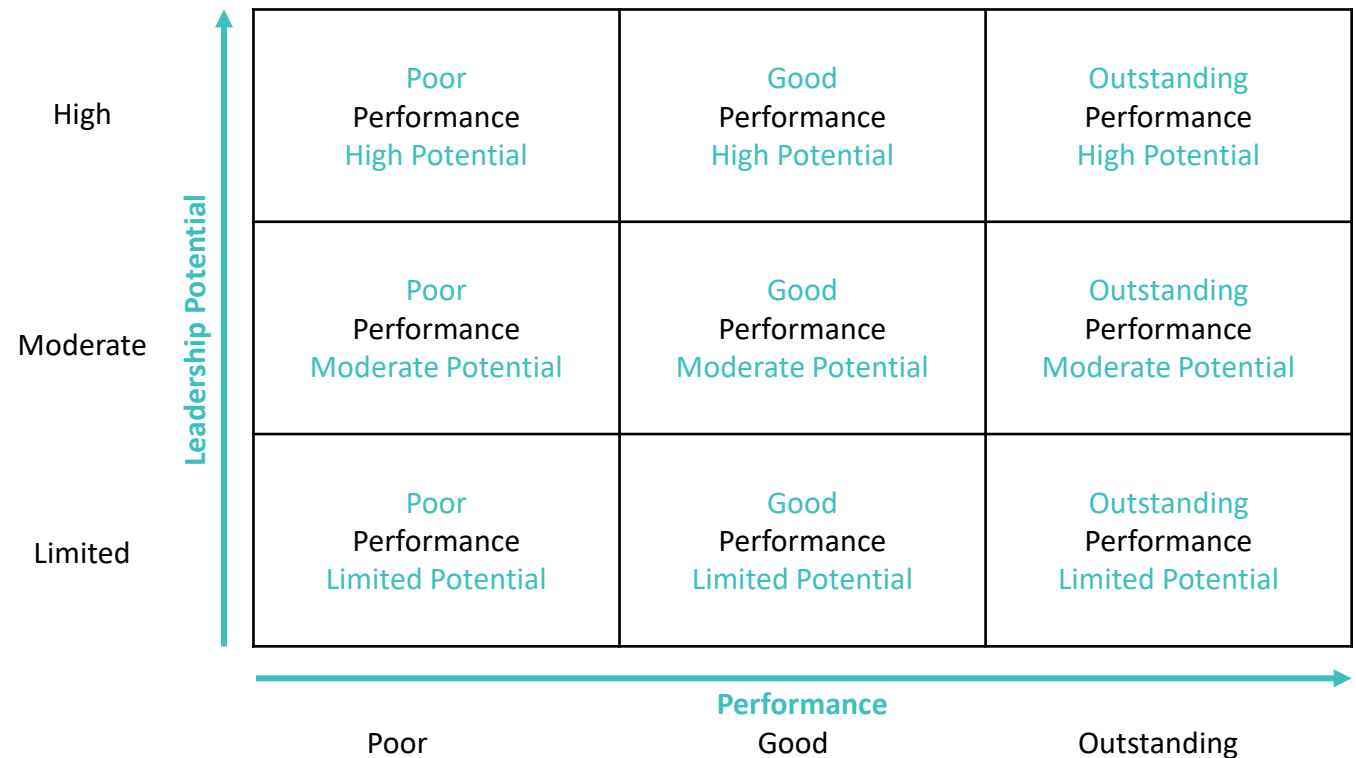
Recognizing Individual Strengths to Elevate

Step 1

Identify Potential HiPos

9 Box process in each Regional Business segment

- Conducted with People Operations Partner
- Measured against defined Leadership competencies
 - Have we defined these?

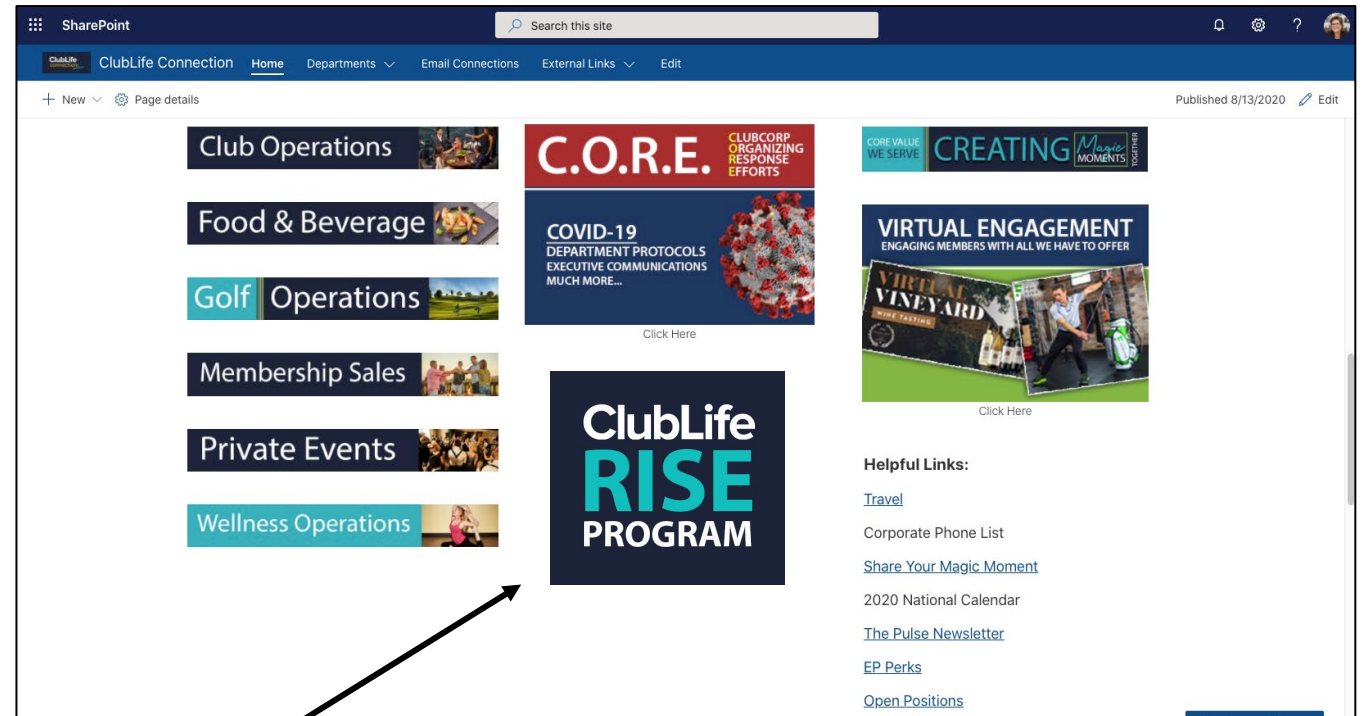


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Step 2

Application Process

- Define application process elements
- Online application
 - Essay
 - Why
 - Goals
- Interviews - SVPs
- 2nd level interviews – Bob and April (or 2 Executives)
- Skills assessment and DISC assessments are administered

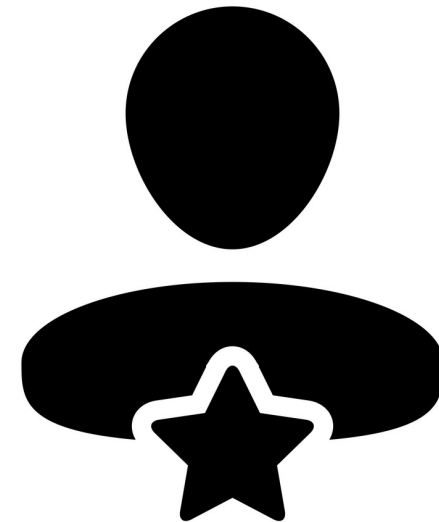


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Step 3

Selection Process

- Selection committee
- Define Leadership Sponsor for each participant and People Operations Partner
- Notification of Selection
 - SMEs
 - Leadership Sponsor
 - People Operations Partner
- Order materials needed and have sent to participant with celebration of accomplishment into program



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Step 4

Participant Orientation

- First, each participant meets individually with:
- Training Advisor Discussion
 - Review content and process; ask questions, and address concerns
 - Direct managers to review RISE content and process, and the role of the Leadership sponsor. The participant will be scheduled for next orientation session at which time they will meet Leadership sponsor.
- Leadership Sponsor Discussion
 - Discuss professional goals, career, and performance
- Define Learning Plan



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Program Components

Core Disciplines

Participants login to view modules that help them better understand different disciplines within the club world. These Core Modules will consist of basics to leadership in that specific discipline, where leaders will give presentations via video on what it means to run that area.

Core Business Modules
Golf
F&B
Wellness/Aquatics
Membership Sales
Private Events
City Clubs
Agronomy
Racet Sports

Business Modules

Participants take online courses specific to learning basic business computer skills. These Business Modules will consist of systems used in everyday business life where they have not had previous exposure to the applications or need additional training on specific processes.

Business Modules - examples
Outlook
Excel
PowerPoint
Teams
Grammarly
Microsoft Word
SharePoint
One Note

Leadership Modules

Participants login for this highly participative, intensive online workshops. These Leadership Modules will consist of basics to leadership modules where leaders from different business units will give presentations on leadership.

Leadership Modules - examples
HR Top 10
Setting Goals
Communicating Effectively
Motivating SuperSTARS
Delegating
Performance Management
Service Delivery

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Program Components

Peer Learning Teams

At the Orientation, participants are organized into small groups to provide mutual structured feedback, and support. Teams meet regularly throughout the program.

Coaching Sessions

Participants meet individually with Leadership Sponsor to review goals, provide feedback, and assess progress as the program proceeds. The sessions are evenly spaced through the program.

On-the-job Practice

Participants apply skills learned in the core courses to their jobs, processing these experiences in their peer learning teams and coaching sessions, and seeing the results in their second assessment.

Internal and Outside Courses

Give each participant a core list of courses to take based on the next level position (Training Tracks). These courses can range from on the University of ClubCorp to courses on LinkedIn Learning or at an Online University we partner with such as UNLV, Broward U, UMass.

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Program Levels

Participant	Program Paths	From	To	Avg Length in Program
Birdie	Pathway to Leadership	Hourly	Manager	1 Year – 4 hours a week
Ace	Future Leadership Program	Manager	Department Head	1 Year – 4 hours a week
Eagle	Leadership Program	Department Head	Club Manager	6 months – 6 hours a week
Double Eagle	Master's Leader Development	Club Manager	General Manager	6 months – 6 hours a week
Champion	Graduate Level Development	General Manager	DO or Regional	6 months – 6 hours a week

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Program Levels



BIRDIE

A Birdie is considered a highly productive hourly employee that has proven skills in current role for a minimum of 6 months or longer. A Birdie will proudly wear the program icon pin as they go through the program. It is an honor to be a birdie and will let everyone know that they have accomplished the requirements to be in a Leadership program.

Example - Server to Restaurant Manager

Birdie Course Elements

Core Business Modules
Golf
F&B
Wellness/Aquatics
Membership Sales
Private Events
City Clubs
Agronomy
Racet Sports

Business Modules - examples
Outlook
Excel
PowerPoint
Teams
Grammarly
Microsoft Word
SharePoint
One Note

Leadership Modules - examples
HR Top 10
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Communicating Effectively
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Program Levels



ACE

An Ace is considered a highly productive Manager that has proven skills in current discipline for a minimum of 6 months or longer. An Ace will proudly wear the program icon pin as they go through the program. It is an honor to be an Ace and will let everyone know that they have accomplished the requirements to be in a Leadership program. This program will teach Managers other disciplines in order to expand their leadership knowledge.

Example - Restaurant Manager to Director of F&B

Ace Course Elements

Core Business Modules
Golf
F&B
Wellness/Aquatics
Membership Sales
Private Events
City Clubs
Agronomy
Racket Sports

Business Modules - examples
Outlook
Excel
PowerPoint
Teams
Grammarly
Microsoft Word
SharePoint
One Note

Leadership Modules - examples
HR Top 10
Setting Goals
Communicating Effectively
Motivating SuperSTARS
Delegating
Performance Management
Service Delivery

Recognizing Individual Strengths to Elevate

Program Levels



Eagle

An Eagle is considered a highly productive Manager that has proven skills in multiple disciplines for a minimum of 6 months or longer. An Eagle will proudly wear the program icon pin as they go through the program. It is an honor to be an Eagle and will let everyone know that they have accomplished the requirements to be in a Leadership program. This program will teach Managers with multiple disciplines additional skills needed to succeed in the General Manager role.

Example - Director of F&B to Club Manager

Eagle Course Elements

Core Business Modules
Golf
F&B
Wellness/Aquatics
Membership Sales
Private Events
City Clubs
Agronomy
Rachet Sports

Business Modules - examples
Outlook
Excel
PowerPoint
Teams
Grammarly
Microsoft Word
SharePoint
One Note

Leadership Modules - examples
HR Top 10
Setting Goals
Communicating Effectively
Motivating SuperSTARS
Delegating
Performance Management
Service Delivery

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Program Levels

Double Eagle

A Double Eagle is considered a highly productive General Manager that has proven skills in multiple disciplines for a minimum of 6 months or longer. A Double Eagle will proudly wear the program icon pin as they go through the program. It is an honor to be an Double Eagle and will let everyone know that they have accomplished the requirements to be in a Leadership program. This program will teach General Managers with multiple disciplines additional skills needed to succeed in multi-units required to be a DO or Regional.

Example - Club Manager to General Manager

Double Eagle Course Elements

Core Business Modules

Golf
F&B
Wellness/Aquatics
Membership Sales
Private Events
City Clubs
Agronomy
Rachet Sports

Business Modules - examples

Outlook
Excel
PowerPoint
Teams
Grammarly
Microsoft Word
SharePoint
One Note

Leadership Modules - examples

HR Top 10
Setting Goals
Communicating Effectively
Motivating SuperSTARS
Delegating
Performance Management
Service Delivery
Courses at UMass



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Program Levels

Champion

A Champion is considered a highly productive General Manager that has proven skills in multiple disciplines and multiple locations for a minimum of 6 months or longer. A Champion will proudly wear the program icon pin as they go through the program. It is an honor to be a Champion and will let everyone know that they have accomplished the requirements to be in a Leadership program. This program will teach General Managers with multiple disciplines additional skills needed to succeed in multi-units required to be a DO or Regional.

Example - General Manager to DO or Regional

Champion Course Elements



Core Business Modules
Golf
F&B
Wellness/Aquatics
Membership Sales
Private Events
City Clubs
Agronomy
Racquet Sports

Business Modules - examples
Outlook
Excel
PowerPoint
Teams
Grammarly
Microsoft Word
SharePoint
One Note

Leadership Modules - examples
HR Top 10
Setting Goals
Communicating Effectively
Motivating SuperSTARS
Delegating
Performance Management
Service Delivery
Courses at UMass
Courses at UNLV
Multi-Unit Leadership
Strength Finders

Recognizing Individual Strengths to Elevate



Birdie and Ace Program – Lots of Touch Points 1 - 6



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Birdie and Ace Program – Fewer Touch Points 6 - 12



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Eagle, Double Eagle and Champion Program Touch Points

