

# KOPPLIN KUEBLER & WALLACE

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## **GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: LAFAYETTE CLUB MINNETONKA BEACH, MN**

### **GENERAL MANAGER/CHIEF OPERATING OFFICER AT LAFAYETTE CLUB**

Lafayette Club, one of the most historical clubs in the Upper Midwest, is seeking a warm, engaging, and visionary leader to assume the role of General Manager/Chief Operating Officer (GM/COO). The ideal candidate will have a demonstrated history of operational success and a proven ability to build, motivate, and develop high-performing teams fostering a culture of accountability and collaboration across all departments while driving an engaging, sought-after member experience

Fondly referred to as the "Gem on the Lake," the Lafayette Club takes great pride in its strong family culture and 125-year storied history. The GM/COO will act as a steward of the Club's traditions while evolving and enhancing the member experience and increasing member engagement and satisfaction levels. The Club is embarking on a multi-phased, multi-year Clubhouse restoration project while refreshing and modernizing the amenities for current and future members. The GM/COO will work collaboratively with the Board to define and execute strategic efforts, including membership growth and retention.

This opportunity comes with the support of a highly respected, long tenured, and enthusiastic leadership team that is committed to the Club's continued success. The next GM/COO will play a pivotal role in shaping Lafayette Club's future while honoring its rich history.

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

### **ABOUT LAFAYETTE CLUB**

The Lafayette Club, seated on the picturesque shores of Lake Minnetonka, offers a unique blend of history, luxury, and recreational amenities spread across 42 acres of scenic landscape. Established in 1899, the Club's rich legacy includes its origins as the Hotel Lafayette, which opened in 1882 and was once hailed as "the finest hotel west of New York City." Over the years, Lafayette Club has evolved into a distinguished retreat, combining the charm of its historical past with the sophistication of modern amenities.

Lafayette Club offers a wide range of recreational activities, ensuring something for everyone. Golfers can enjoy the scenic 9-hole course, where a round typically takes about less than 2 hours. The course features a driving range and practice green. Members also enjoy a high-tech golf simulator for year-round play.

Racquet sports are a highlight, with 5 Har-Tru clay courts, 2 Pro-Bounce cushioned hard courts, and 6 pickleball courts. The Club also offers 2 platform tennis courts for winter play. A team of professionals organizes lessons, clinics, and leagues for players of all levels.

Lakeside activities are a major draw, with 22 private boat slips available May through mid-October. The Club's aquatic facilities include an indoor pool with lap lanes and a speed slide, plus an outdoor pool open Memorial Day to Labor Day, featuring a cabana serving food and drinks. Members can enjoy private or group swim lessons, along with a whirlpool, sauna, and steam room.

Fitness is another key offering, with a recently improved-3,500 square-foot fitness center equipped with state-of-the-art strength and cardio equipment.

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Group fitness classes such as yoga and body sculpting are available, along with personalized sessions with certified trainers. A wellness room offers therapeutic massage services, including deep tissue, Swedish, and sports.

Dining options range from casual to a bit more formal, with beautiful lake views and a menu crafted by a talented culinary team. The 1882 Bar provides a relaxed spot for adult socializing. The Club also hosts a variety of social events for members to enjoy from casual lakeside barbecues to family gatherings. Banquet rooms and spaces are available for member usage, including the stunning Crystal Ballroom.

### **LAFAYETTE CLUB BY THE NUMBERS**

- Approximately 17,550 annual rounds of golf (9 holes)
- \$20,000 Initiation fee for golf membership (+ \$10,000 Assessment due in 2025/2026)
- \$11,462 Approximate Annual and Capital dues combined
- 693 Members, all categories
- \$10.4M Approximate gross volume
- \$4.3M Approximate annual dues volume
- \$4.3M Approximate F&B volume, 52% a la carte / 48% banquet and special events
- 52 Full-time employees; 81 part-time
- 12 Board/Member Committees
- 11 Board members serving three-year terms
- POS, Accounting, Website, and App systems are Clubessential

**LAFAYETTE CLUB WEBSITE:** [www.lafayetteclub.com](http://www.lafayetteclub.com)

### **GENERAL MANAGER – POSITION OVERVIEW**

The GM/COO has full responsibility for all aspects of operations at Lafayette Club, effectively managing all resources and reporting to the Board of Governors through the President and is expected to be the embodiment of an “exceptional member-centric experience.” The GM will lead the executive management team, many of whom have many years of tenure at the Club, be representative of contemporary management ‘metric-oriented’ practices, and indirectly supervise all employees of the Club while intuitively promoting a positive, engaging, and highly competent service culture in all operations. The GM/COO supervises the Director of Finance, Head Golf Professional, Golf Course Superintendent, Assistant General Manager, Director of Aquatics and Fitness, Director of Racquet Sports, Membership Director, and Director of Human Resources.

The GM is expected to be an interactive “thought partner” with the Board and Committees, working closely with both groups as collectively they make decisions and set strategic direction for the long-term well-being of the membership. Like many clubs, Lafayette Club has several new, younger members with families, and the balance of tradition with relevance to today’s member needs and expectations is a critical success factor.

Additionally, the new GM/COO must be visible, approachable, and professional with an executive presence, as well as comfortable interacting with all demographics of members, staff, and other constituents who contribute to the success of the Club. Possessing a natural “Management by Walking Around” and “Strategic Presence” style and engaging with all departments of the Club daily while observing standards of operating as well as standards of care for the physical plant are key priorities for the incoming leader.

Key skills include the capacity to assess, measure, and evaluate satisfaction levels among both members and employees. Additionally, the ability to adapt and embrace change when necessary is crucial to cultivating a culture of continuous improvement and deliberate innovation.

### **INITIAL PRIORITIES OF THE NEW GENERAL MANAGER/CHIEF OPERATING OFFICER**

- Listen, learn, and observe. Become familiar with the culture and history of the Club. Cultivate relationships with members, their families, and team members.
- Evaluate membership structure. Partner with the Board to create strategies for membership attraction, assimilation, and retention.

- Examine the existing opportunities for gathering member feedback and assessing satisfaction levels. As needed create a new feedback strategy plan to present to the Board promoting the right channels, balance, and metrics for member feedback and satisfaction.
- Collaborate with the Board to review and refresh the Strategic Plan (Lafayette Club 2030), Mission, Vision, and Values statements. Instill an understanding amongst the team and create an operational plan with the Leadership Team to execute against it.
- Become familiar with the capital project plans, both current and future.
- Evaluate the Lafayette Club Member experience; make changes to elevate and enhance as needed.

## **CANDIDATE QUALIFICATIONS**

- Significant progressive management experience in a well-regarded private club or similar hospitality environment, preferably with at least 7 years in the GM or AGM roles, the latter of which will need to be working with a verifiably competent mentor to that candidate's success. Preferably, strong and verifiable experience in leading a traditional "family-centric" club environment with recreational and social activities and amenities. The Club will consider non-club hospitality professionals who demonstrate a clear understanding of effective leadership in volunteer, non-profit leadership (member boards and committee) environment.
- The ability to provide leadership and direction to long-tenured department heads and employees is of utmost importance, as well as fostering a family culture and creating an environment of accountability.
- Visibility to the membership and staff should be second nature to the ideal candidate.
- A history of recruiting the best talent, mentoring them as they develop their skills, and cultivating their internal career progression.
- Especially strong financial acumen, budgeting, and presentation skills, along with an intuitive "ROI" mindset, being able to effectively communicate the vision behind the numbers.
- Especially strong overall communication skills in both verbal and written form, as well as in listening.
- Possessive of solid and verifiable success in F & B operations, including the proven ability to inspire, train, and set standards.
- A commitment to ongoing professional development for the GM/COO, leadership team and department managers, and key staff and a clear understanding of both trends and benchmarks in the club industry, as well as a strong professional "network."
- A verifiable history of success in working in a volunteer, member-owned organization, appreciating the need to gain consensus and "buy in" to well-conceived, majority interest objectives benefitting the long-term well-being of the organization. Having proven and demonstrable success in a strong committee culture is necessary.
- Strong and polished personal presence with an intuitive desire to meet, interact with, and build strong relationships amongst all constituents.

## **EDUCATIONAL AND CERTIFICATION QUALIFICATIONS**

- A bachelor's degree is preferred, with a focus on Hospitality Management.
- Substantial private club or hospitality experience will be considered in lieu of the degree. Industry certifications such as CCM 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 performance bonus and benefits package, including association membership. *Salary Range: \$235,000 – \$275,000*

## **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 Mr. Alan Slatin CCM, Interim General Manager. Clearly articulate your alignment with this role, why you want to be considered for this position at this stage of your career, and why Lafayette Club and the Minnetonka area will benefit you, your family, your career, and the Club if selected.

**You must apply for this role as soon as possible but no later than Monday, February 24, 2025. Candidate selections will occur mid-March, with the first Interviews expected in late March and the second interviews a short time later. The new candidate should assume his/her role in mid-May.**

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

“Last Name, First Name - Resume” &

“Last Name, First Name - Cover Letter - Lafayette”

(These documents should be in Word or PDF format)

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

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

If you have any questions, please email Alice Stevens: [alice@kkandw.com](mailto:alice@kkandw.com)

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