

## REMAPPING YOUR JOB

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**Don't like where your job is headed? Here is a professional's story of how he "remapped" his career - and how you can too.**

This time last fall, I encouraged all of us to "punch holes" in how we approach our work, our colleagues and our staff as golf professionals. Even though an entire year has passed, things are likely

no different. In fact, the situation at your facility may be more difficult, more budget conscious or more stressful than in 2013. Exactly three years ago, I was in the same predicament. If this is the case for you, I'd like to suggest you take a proactive approach to your job, like one of our own colleagues did starting this time last year.

Tim Fraley, PGA head golf professional at Awbrey Glen GC (Bend, OR) felt "the squeeze" coming to his facility last fall. He saw some tough budget decisions on the way - including the possible loss of a great colleague, Tommy Berg, PGA. Instead of hiding from it, or creating a difficult situation with his PGA General Manager (Mark Amberson, PGA, CCM), Fraley began working with Berg and I to start envisioning a new goal and how to get there. Below are a few highlights of Tim's journey to "remapping" his role for 2014 and beyond.

### 1. Envision the end goal.

Tim Fraley, PGA and I started talking about his vision in October 2013. He knew some things needed to change in his role, and that it would not be possible without support from Amberson and Berg. We talked about

how his end goal needed to be worth the trouble of going through the process - not just for him, but for Amberson, Berg and the Awbrey Glen membership.

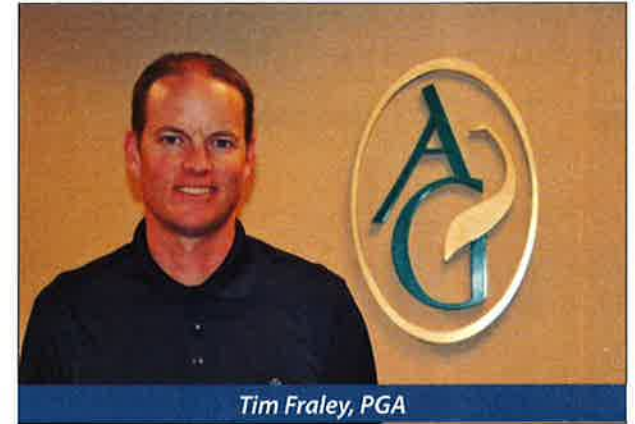
Fraley knew that in order to redefine his role, he would first have to redefine his purpose. One key part of this was to define Fraley's "highest and best use" as a golf professional at Awbrey Glen. Incidentally, this definition turned out to be different for Fraley than it was for Amberson or Berg. Fraley's vision was one where all three golf professionals would be doing what was best for the club, what fit their professional "why" and what created support for each other.

Bob Doyle, PGA (my PGA colleague working in the Southwest Section PGA) described this idea even more succinctly when he asked, *"Are we spending so much time reporting or counting what matters, that we are unable to actually do what matters?"*

### 2. Educate yourself.

Before approaching Mark Amberson, PGA and Awbrey Glen's Board of Directors, Fraley studied his membership. He looked for key opportunities within the club and the local market. This included studying the habits of his members, especially those who WERE NOT consistently involved in instruction, club golf events and the like. Armed with this knowledge, Fraley talked to me and we developed some core strategies and principles that were the foundation of his plan. Three key aspects of the plan included:

- Any member/member family engaged in consistent instruction is much less likely to lapse.
- Engaged members/member families are great membership salespeople.
- An engaged membership is a fertile ground for "true



Tim Fraley, PGA

community". This supports AGGC's tag line: "Come for the Golf, Stay for the Friendships"

### 3. Redefine your role.

Armed with a complete understanding of his membership, Fraley set out to redefine his role and that of Berg. He knew his role could not change unless Berg's role was redefined to cover the areas he was currently focusing on. This process included rewriting job descriptions, clearly defining responsibilities and setting team-oriented goals. It helped to have Berg already on staff, but it also meant Fraley had to be willing to train, delegate and trust Berg to do be the associate head professional AGGC needed him to be.

### 4. Cultivate appreciation and alignment.

It would have been very easy for Fraley to draw a line in the sand, but he decided his best chance for success was to get every key decision maker at Awbrey Glen "at the table" with him. He and Berg aimed squarely at selling their vision to Amberson first, so that the PGA General Manager could go to the Board and help present the

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(continued)

plan most effectively as a “win-win” opportunity for the club’s members and PGA staff.

### 5. Educate your employer and colleagues.

When Fraley initially started working on this idea, he stated he wanted to go to Amberson with the best plan possible. He knew Mark would respect the plan more if it was thorough, well-thought-out and as “sellable to the Board as possible.” The plan also had to provide “additional insurance against loss of membership dues” and drive revenues through increased engagement and new member sales.

Fraley also trusted Amberson to improve the plan even more. Credit should be given to both Amberson and Berg for embracing Tim’s plan and helping him improve it. As a unit, they took the improved plan to the Board and sought approval. This, I must add, is so refreshing, as it would seem to be the way it should be.

### 6. Stay the course.

With solid support, Fraley worked with Berg to refine the new player development products, including creating new ones specifically aimed at less engaged female and aging members. Looking at each product, they defined schedules for launch and execution, plus schedules for how and when they would communicate with specific membership groups within the overall club. Fraley’s plan also included education for key front line staff. It showed staff how their role in selling player development to members and guests would help AGGC succeed (as well as how they could benefit personally).

### 7. Deliver.

With a solid plan in hand – and with key support from Amberson, Berg and the Board – Fraley knew he had to deliver results. *The importance of this aspect of the remapping*



*process can't be understated.* An excellent experience for juniors in PGA Junior League Golf, women in Get Golf Ready 1, 2 or 3 classes, in “Couples 150 Yards and In” or the “10 Yard Challenge” classes was a requirement. If delivered, it would drive more success.

### Looking ahead

Besides creating more revenue through increased member retention and deepened engagement, Fraley feels inspired to deliver more this winter and next season. Sure, he’s glad to see the snow coming, so he can catch up with family and get on the ski slopes. However, he’s already looking forward because he’s heard great member feedback, seen career best scores posted and felt enhanced community at Awbrey Glen.

I hope reading about the Success Story of Awbrey Glen Golf Club, and that of Tim, Mark and Tommy inspires you as it does me. I am sure Tim would be happy to share more details with you if you’re interested, just as I would be

## AWBREY GLEN BY THE NUMBERS

APRIL - SEPTEMBER 2014

- **829** “member-touches” in member development/ instruction programming
- **19** PGA Junior League Golfers
- **6** “saved”/nearly lapsed memberships
- **7** upgraded memberships\*
- **3** new members\*
- **20** active Coaching Club participants
- **18** active Red Zone (Short Game Challenge) participants

\*Directly created from Player Dev programs

interested in meeting with you to see how we can help you, your team and your facility do something similar in 2015.



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