



PGA™

Career Planning

“8 Stages of Success”

2018 Carolinas PGA Big Week



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Career Services

Why Are We Here?

Career > Job

What is Your Career?

Goals

Experience

Career =

Skills

Values

Education

Why Your Career Is Important

The average person spends 90,000 hours at work over their lifetime.

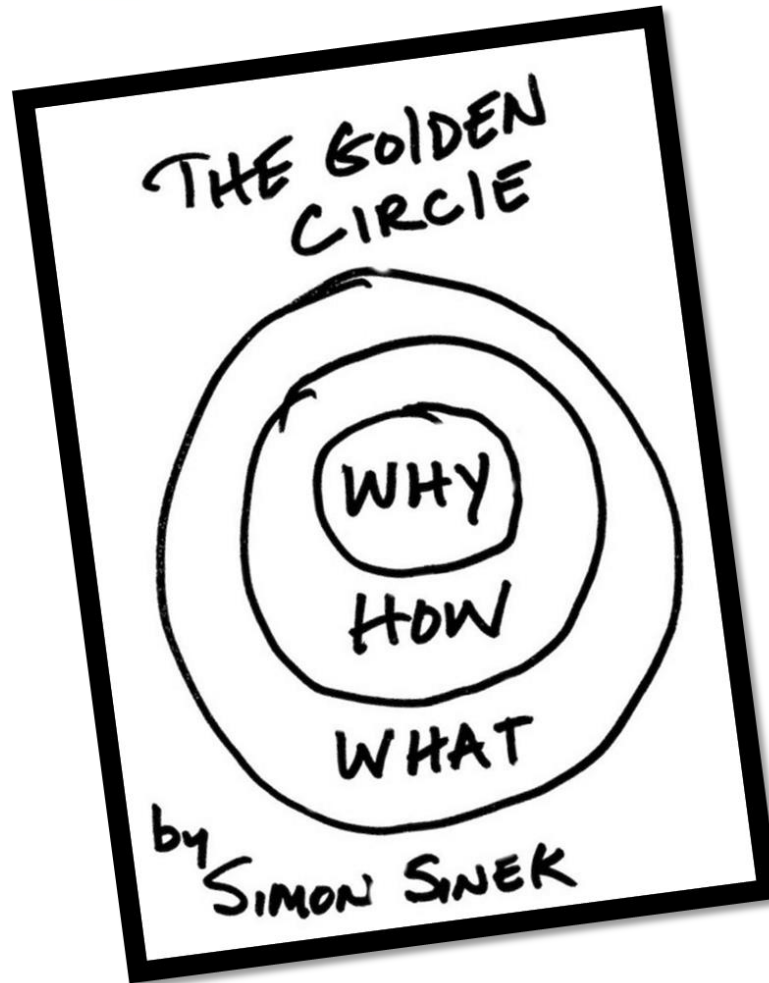


Why Your Career Is Important

Those 90,000 hours should be more than a job! Your time should be spent doing fulfilling work and being valuable.



Start with “Why?”



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About Me

Mike Mueller, PGA

- Career Consultant serving the Carolinas section
- PGA Member for 15 years
- Past member of the CPGA Board of Directors
- My “Why?”



Why Do I Need A Career Plan?

“If you fail to plan, you are planning to fail!”

- *Benjamin Franklin*



“Someone's sitting in the shade today because someone planted a tree a longtime ago.”

- *Warren Buffett*



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ME, INC.

BEGIN THINKING OF YOURSELF AS A CORPORATION

- ME, INC - constantly has “new” products and services in development (these are your skills that define the professional YOU)
- ME, INC - brands and sells these products to meet the needs of the customer (the EMPLOYER)

ALL SUCCESSFUL COMPANIES INVEST IN:

- **Strategic Planning**
 - Develop and manage a Business Plan to determine current state and future goals **(Career Plan)**
- **Research & Development**
 - Build their products in response to industry and job trends **(Skills Gap Analysis)**
- **Marketing & Communication**
 - Builds a brand story establishes their reputation, credibility and showcases their value **(SOAR STORIES)**
- **Sales Tools**
 - Tools and processes to meet sales goals **(Resume, Cover Letter, Social Media Profile)**

ME, INC.

The Success of ME, INC., Depends Upon How Well You Run Your Company!
(YOU)



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8 Stages to Success...

PGA Career Services

The Career Planning Process For PGA Professionals & Apprentices



SOAR Stories

S = Situation

O = Obstacles

A = Action

R = Results (measurable/quantitative)



SOAR Stories

- **Showcase Your Value**
- **Establish Your Reputation**
- **Build your Credibility**
- **Quantitative/Measurable**
 - Making Money for the Company
 - Saving Money for the Company
 - Saving Time/Increasing Productivity



SOAR Stories – My Examples

Stories I see and hear

- “Give presentations on career related topics”

The story I want to see and hear

- “Presented Career Planning Seminars to 569 attendees in at the 2018 PGA Merchandise Show”

SOAR Stories – My Examples

“Presented Career Planning Seminars to 569 attendees in at the 2018 PGA Merchandise Show.”

- **Situation:** *I was asked to present Career Planning at PGA Merchandise Show and CPGA Big Week*
- **Obstacles:** *Create content, produce powerpoint, accommodate last minute change in timing*
- **Actions:** *Creation of 8 stage Career Planning Handbook and accompanying powerpoint*
- **Results:** *569 attendees*
- **(Bonus) Skills Used:** Public Speaking, Training, Designing, Facilitating

SOAR Stories - examples

- Implemented “Pace of Play” policy reducing average “peak time” and tournament round times from 4:09 to 3:57
- Crafted a 2017 buying plan that produced 22% margin annually and generating \$60,000 in profit with an ending inventory of \$40,000. Also reduced variance to less than 1%
- Reduced food cost of goods sold from 50% to 36% while improving overall member satisfaction

SOAR Stories Tracking



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SOAR Stories

Sharing a specific example of how you completed a major task or project you were assigned, or succeeded when presented with an obstacle, allows a listener/reader to visualize how you work by contextualizing your experiences and skills. It demonstrates your ability to produce results and provides a concrete image for the listener/reader to remember you.

These SOAR Stories will be critical in building your resume and when interviewing for your next position. The exercise below will teach you how to create your SOAR Stories, and the back of the Career Planning Handbook provides additional forms for you to document your SOAR Stories.

Situation

Describe the scenario

Obstacles

Obstacles you faced

Actions

Action you took

Results

Measurable results

Skills Used



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Stage 1 – Contact Career Consultant



Ken Ferrell, PGA



Jason Boaz, PGA



Jeff Drimel, PGA



Keith Fisher, PGA



Kelly Gilley, PGA



Jonathan Gold, PGA



Kathy Grayson



Monte Koch, PGA



Mike McCullom, PGA



Michael Mueller, PGA



Bruce Lubach, PGA



Michael Packard, PGA



Carol Pence, PGA



Todd Smith, PGA



Keith Soriano, PGA



Greg Stenzel, PGA



Doug Turner, PGA



Kevin Walls, PGA



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Online “Request for Career Planning”

Request for Career Planning

Michael Mueller, PGA Career Consultant Serving the Carolinas Section

Your response is anonymous.

* Required

1

An introduction to your PGA Career Consultant

Introduction



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Online “Request for Career Planning”

Where to find Links to the Online Form

- Consultant’s email signatures
- Section Newsletters
- Section Websites
- PGA.org

Stage 2 – Self Assessment

- Why did you become a PGA Professional?
- What are your personal & professional values and principles?
- What influences them?
- How strong is your skill set?
- How can you differentiate yourself?



Stage 2 – Online Self-Assessment

Self Assessment Survey

Michael Mueller, PGA Career Consultant Serving the Carolinas Section

Your response is anonymous.

* Required

1. Please enter your name *

Enter your answer

2. Tell me why you become a PGA Member (or are working towards PGA Membership)? *

Enter your answer



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Stage 3 – Goal Setting

1-3 Years

5-10 Years

10+ Years

- What barriers exist that could prevent you from reaching your goals?
- Who do you know that can help (Mentors)?
- **Document SOAR Stories**

Stage 3A – Professional Summary

- What are your strengths/mastered skills? (Step 2)
- What are your significant accomplishments?

“Certified PGA Professional and conscientious leader adept at fiscal management, increasing revenue through strategic planning, implementing competitive programming and Growth of the Game initiatives. Resolute in setting high standards for exceeding member and guest expectations. Renowned mentor dedicated to empowering and promoting staff into high-level, PGA Professional positions.”

Online Goals & Professional Summary



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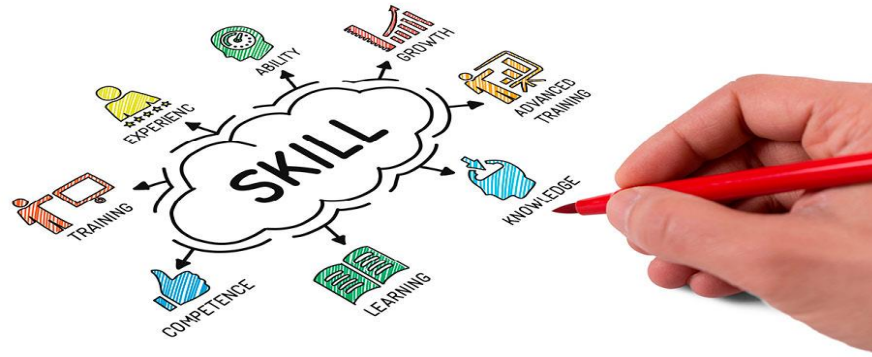
Goal Setting & Professional Summary

What is your 1-3 year goal?	What is your 5-10 year goal?	What is your 10+ year goal?
<p>Top Values</p> <p>1. 2. 3. 4. 5.</p>	<p>Top Characteristics</p> <p>1. 2. 3. 4. 5.</p>	<p>Top Skills</p> <p>1. 2. 3. 4. 5.</p>
<p>Professional Summary Statement</p>	 	



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Stage 4 - Skills Gap Analysis



One of the direct ways for you to achieve peak performance through a systematic evaluation of your workforce skills in relation to those required by your industry or employer

Skills Gap Analysis

HOW...

- Do you measure up?
- Do others assess you?
- Will you fill skills gaps?



Online Peer Evaluation

Questions

Responses

Sa

Peer Evaluation Survey

1. Name of the PGA Member/Apprentice you are evaluating *

Enter your answer

2. What is your relationship to this person? *

☐ Manager / Supervisor



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Online Skills Gap Analysis



4

Skills Gap Analysis

A Skills Gap is the difference between skills that employers want or need, and skills you currently have. Conducting a Skills Gap analysis helps you identify those skills you need to meet your career goals.

Short Term Goal
From Stage 3

Required Golf Skills

Teaching, Tournament Operations, Junior Golf, Merchandising, Rules of Golf, etc.

Required Management Skills

Staff Management, Problem Solving, Mentoring, etc.

Required Financial Skills

Budget / Finance, Revenue Creation, Membership, etc.

Other Required Skills or Necessary Resources



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Stage 5 – Career Development Plan

Using the information assimilated in Steps 2-4, begin to create a Career Development Plan.

- Fill Skills Gaps
- Use SOAR Stories



Career Development Plan

- Implement timeline for closing skill gaps
- Implement timeline for end goal achievement
- Review and revise often
- Document your SOAR Stories

“A GOAL
WITHOUT
A PLAN
IS JUST
A WISH”

Arnold Palmer



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Online Career Development Plan



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Career Development Plan

Using what you have learned about yourself in Steps 2-4, use the following form to create a Career Development Plan. Successful completion of your plan will fill your Skills Gaps and create SOAR Stories for your resume.

Skill Gap to Address <i>From Stage 4</i>	
Target Completion Date	
Objective <i>Ex. "To gain experience in Player Development while demonstrating revenue creation through the program"</i>	
Planned Activities	1. 2. 3. 4.
Measures of Success <i>Document your SOAR Story</i>	1. 2. 3. 4.



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Example: Career Development Plan

- **Skill Gap:** Demonstrated ability to grow participation and revenues
- **Date to complete:** December 31st, 2018
- **Objective:** “To increase member/customer engagement by X% and revenues by Y% through strategic marketing of the annual golf calendar to specific market segments”

Planned Activities

XYZ GC ENGAGEMENT CALENDAR

OBJECTIVES:

- **DEFINE**
 - Opportunities to engage with current members, spouses of members, kids of members
 - Potential ROI for successful engagement and "winning" in these opportunities
 - Needs for resources, reallocation of resources to accomplish, win and
- **DEVELOP**
 - MONTHLY engagement plan
 - PERSONAL COMMUNICATION (verbal, personal call, personal-ized emails)
 - COMMUNICATION plan (digital, print)
 - ENGAGEMENT tracking plan
- **DELIVER**



DEFINE – OPPORTUNITIES

The Club, led by key staff and committee members, already does a great job serving the core golf members who play in the significant member "majors", monthly events and various men's and women's club events. Generally, these events should be continued as they served the ALREADY ENGAGED membership. *There may be some of these events needing evaluation in the future as they may not deliver the ROI as they had in the past.*

- TYPE1 : UNENGAGED Recreational Adults (T1)
- TYPE2: LAPSING (possibly) Recreational Adults (T2)
- TYPE3: UNENGAGED Spouses of Members (T3)
- TYPE4: UNENGAGED Children (grandchildren) of Members (T4)
- TYPE5: TRANSITION SOCIAL members (T5)
 - TYPE5 – Millennial (T5-M)
- TYPE6: SELLING MEMBERSHIPS to Guests of Members (T6)
 - TYPE6 – Millennial (T6-M)

DEVELOP – MONTHLY ENGAGEMENT PLAN

[MARCH 2016 – OCTOBER 2016]

- **MARCH 2016**
 - **FLATSTICK TAPHOUSE TAILGATE** [T5-M, T6-M, T2, T1]
 - Type of event: Social play/on-course or almost on-course
 - Date/Details: **March 4, 2016**, at 530 pm...9 Hole Putting Course (In-Clubhouse OR on Putting Green), Cornhole and "Duffleboard" w/ Beer/Cider Tasting and Appetizers
 - *WHY for event:* This event TARGETS "under 40" golf and social members and up to three guests (pricing for member, social, guests slightly different) Professional staff TEXT, SNAPCHAT these members INVITING them to participate...once all 100 targets have been invited/signed up...event opens to general members two weeks out.
 - *Format:* Team "Stableford" event...3 events, team score determines winners

COLOR LEGEND	
SOCIAL PLAY EVENT	FOR: ADULTS
SOCIAL INSTRUCTION EVENT	FOR: ADULTS
SOCIAL PLAY EVENT	FOR: JUNIORS/FAMILIES
SOCIAL INSTRUCTION EVENT	FOR: JUNIORS/FAMILIES

- Possibly: create a league format with defined teams competing monthly, season long winner
- **MVCC MEMBERS SOCIAL – SEASON KICKOFF** [T2, T3, T1] and Outreach Event
 - Type of event: Social play/on-course
 - Date/Details: **March 26, 2016**, Tee times on Front 9 & Back 9 at 1230 pm [72 per Nine]
 - *WHY for event:* This event TARGETS the top 100 members "most likely to lapse" in 2016 as defined by mgm't staff, membership committee, etc. Professional staff PERSONAL call/email these members, INVITING them to participate...once all 100 targets have been invited/signed up...event opens to general members two weeks out.
 - Format: 9 Holes – no hole more than 140 yards long – CTP on every hole, individual stroke play using "Louie the Lip" format (intentional lip outs rewarded)...complimentary tapas, wine and beer tasting event from 230 pm to 430 pm in main dining room. As players finish, professional staff REQUIRED to inform, register and encourage players to register for upcoming social play and instruction events in April and May.
 - **GOALS FROM THE EVENT:** As a result of engaging them as they are coming off course:
 - 75% of golfers to be booked for "next round" of golf that day
 - 50% of golfers booked into next "formal golf event"
 - All players are offered a chance to receive a "free opening swing assessment"



- **MEN'S "SPRING TRAINING"**
 - Type of event: Social instruction [Ongoing, 1x/week...demand based]
 - Date/Details:
 - *WHY for event:*
- **ADULTS: "PAR 18 – SHORT GAME PRACTICE PARTY"**
 - Type of event: Social instruction/on-course/Eagle Course [Ongoing, 1x/week...demand based]
 - Date/Details:
 - Lead instructor: Brian Thornton, PGA & Greg Manley, PGA
 - *WHY for event:*



- **ADULTS: "PAR 18 – SHORT GAME PLATINUM PLAYER PRACTICE PARTY"**
 - Type of event: Social instruction/on-course/Eagle Course [Ongoing, 1x/week...demand based]
 - Date/Details:
 - Lead instructor: Brian Thornton, PGA & Greg Manley, PGA
 - *WHY for event:*
- **ADULTS: "PAR 18 – SHORT GAME WOMEN'S PARTY"**
 - Type of event: Social instruction/on-course/Eagle Course [Ongoing, 1x/week...demand based]
 - Date/Details:
 - Lead instructor: Carissa Simmons, PGA Apprentice
 - *WHY for event:*

Stage 6 - Communicating Your Value

- Measure & report to superiors
- Create a baseline resume & cover letter
- Develop/refine your online presence
- **Document SOAR Stories**
- Identify your references
- BE CREATIVE!



Golf Operations Executive Summary

Golf Operations Executive Summary

To: John Doe, Owner April 2016

30-Day Recap of Operations and Benchmarks

- Rounds up 1% due to 1 more playable weekend day
- Golf Operations revenues are 8% ahead of budget for the period
- Inventory levels at projections for this time of year
- Merchandise sales slightly ahead of budget due to 1 more playable weekend day
- Finalized Player Development marketing plan
- Weekly meeting and course tour with Superintendent to discuss schedules and playability

30 Day Weather Recap

- Days open April 2016 – 28 Days open April 2015 – 25
- Financial impact of the additional days open for golf operations is a \$22,000 increase in revenues
- One golf outing was impacted by a rain event, but had no effect on the financial outcome

Successes and Challenges

- Provided "Welcome to the Club" focused on golf operation to 2 new members
- Spoke on golf and club at Rotary Club
- Core golf staff and outside service leaders all return for 2016 season
- Completed negotiations in principle with two Monday outings
- Somewhat behind on solidifying Get Golf Ready schedule – will review and correct
- Need to update Facebook more regularly now that we are on the cusp of the season

Customer Satisfaction

- Worked with Mr. Member on details of upcoming family golf outing and after our meeting informed me that he would be continuing his membership for the next two years.
- Mrs. John Doe commented on how great the assortment of merchandise was in the golf shop and that she had bought gifts for 5 of her family members for the holidays.

Staffing Report

- On-boarded 2 new part-time golf staff
- Conducted staff meetings each Friday - no major issues
- Re-organized 2nd Assistant position description
- Fine-tuned staffing budget for April



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Stage 6 – Develop Your Online Presence

[Home](#) [About Me](#) [Blog](#)

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Michael Mueller, PGA

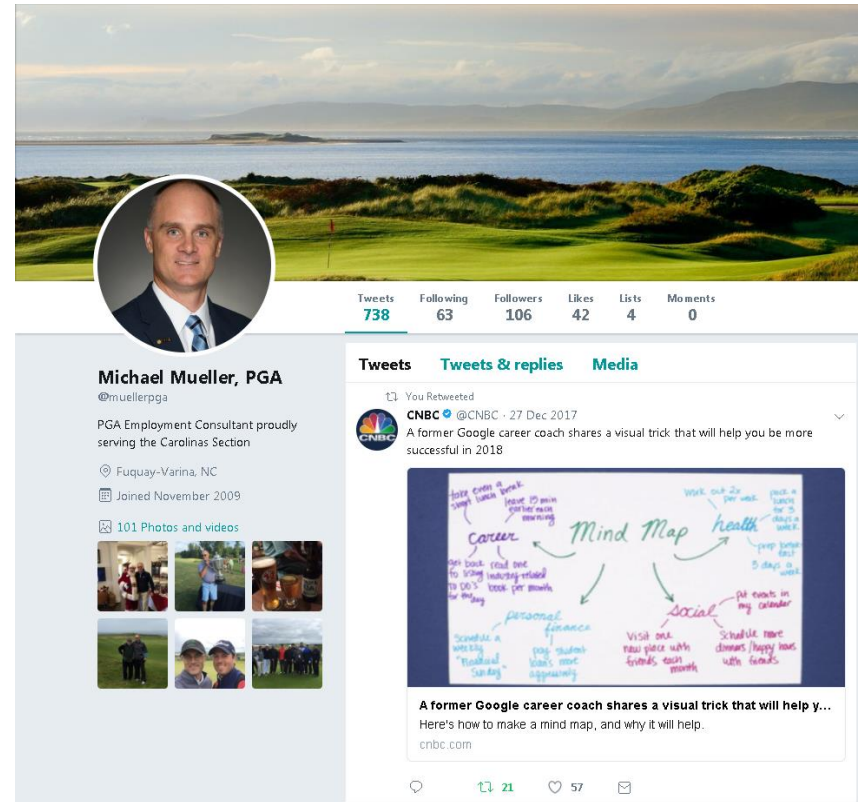
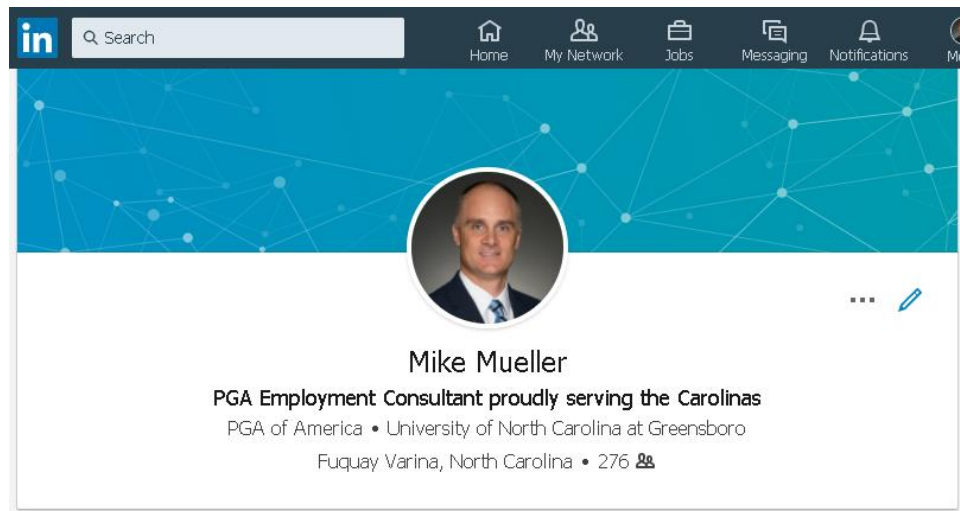
Proudly Serving PGA Professionals

I am a 20-year veteran of the golf industry and have worked at facilities in North Carolina, Georgia, and Missouri as an Assistant Professional, Head Professional, General Manager, college coach, and facility owner.



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Stage 6 – Develop Your Online Presence



Stage 7 - Pursuing Opportunities



- Targeted networking & research
- Targeting your resume & cover letter
- **Reference SOAR Stories**
- Notify mentors/references
- Interview preparation

Stage 8 – Achieve & Lead

- Mentor & Invest in Others
- Pursue Continued Education
- Be a Community Leader
- Get Involved in Your Section

“A leader is one
who knows the
way, goes the way,
and shows the
way.”

John C. Maxwell

Thank you!

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