

# **THE CHANGING GOLF INDUSTRY RECRUITMENT & RETENTION IN A TRANSFORMING WORLD**



**MICHAEL MUELLER, PGA CAREER CONSULTANT  
CAROLINAS PGA SUPERSHOW | 2.18.20**

# THE TIMES THEY ARE A-CHANGIN'

Come gather 'round, people  
Wherever you roam  
And admit that the waters  
Around you have grown  
And accept it that soon  
You'll be drenched to the bone  
If your time to you is worth savin'  
**And you better start swimmin'  
Or you'll sink like a stone  
For the times they are a-changin'**

- Bob Dylan







# PGA

## Carolinas Section

## AGENDA

- Who Is This Guy?
- What I do
- Current Industry Challenges
- Defining Golf Industry Culture
- Potential Headwinds
- An Important Question
- What Are The Solutions
  - Create Trust
  - Know Your Employees
  - Create Meaningful Work
- Key Takeaways
- Engage With Me
- Q& A





# WHO AM I?

## Michael Mueller, PGA

- Career Consultant serving the Carolinas section
- PGA Member for 17 years
- Past member of the CPGA Board of Directors
- Proud Dad

***“He could make you see how the world could be,  
In spite of the way that it is.”***

***- Hermes - Hadestown***





# WHAT I DON'T DO....

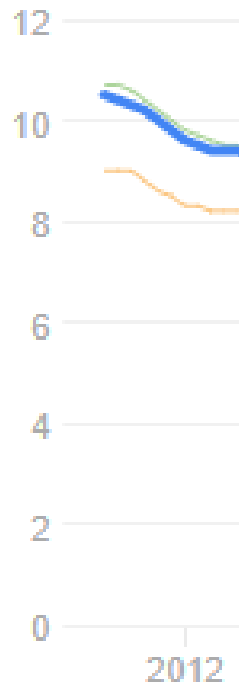




# CURRENT CHALLENGES

North Carol

4.0%



Explore

Sources inclu

## Labor

A lack of qualific

By Andy Puzder  
Sept. 17, 2019 6:51 pm E



A help-wanted sign at

Build Your Career » Get Ahead

## Millennials

By Andrew Martins, Writer | June 6,

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**The Modern Millenn Management Tips fo Employers**

## Millenn Hopping Things



Larry Altman  
Under 30  
I cover char



Millennials Aren't Job Ho

GENERATIONAL ISSUES

## What Do Millennials Really Want at Work? The Same Things the Rest of Us Do

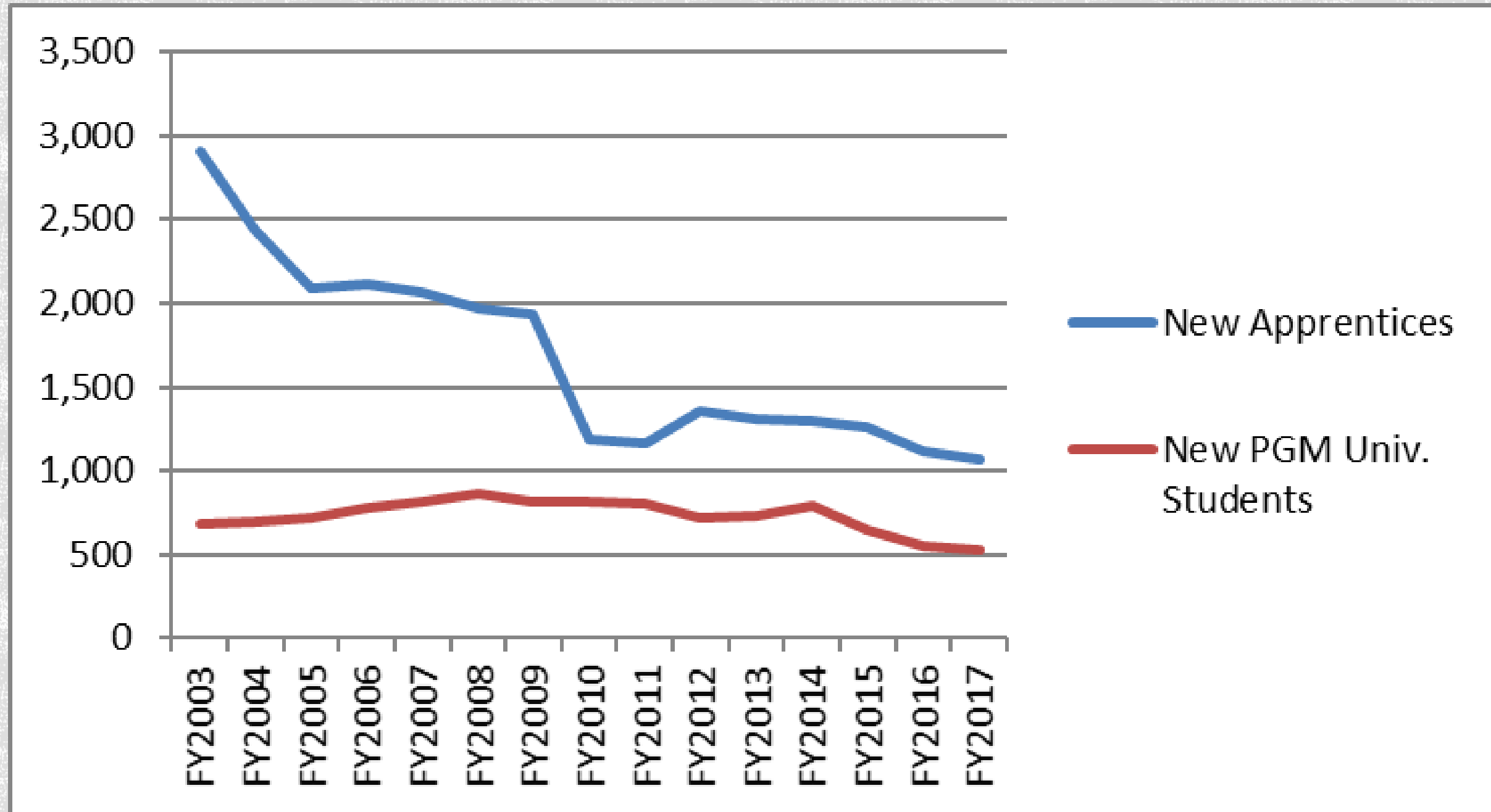
by Bruce N. Pfau

APRIL 07, 2016

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# CURRENT CHALLENGES





# DEFINING CULTURE

**What is the traditional golf industry culture?**

- Long hours
- Low pay
- Work holidays
- “Pay your dues”

**WHAT'S THE MESSAGE?**

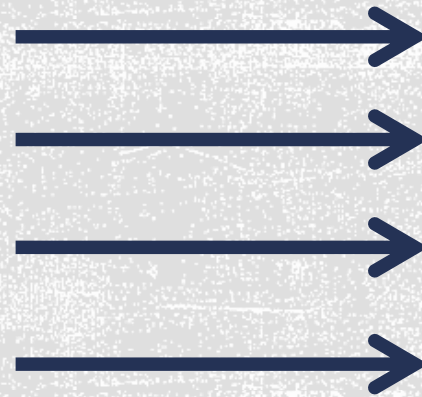




# CAN WE REDEFINE GOLF INDUSTRY CULTURE?

**Can we do the something different?**

- Long hours
- Low pay
- Work holidays
- “Pay your dues”



Stable hours  
High wages  
Time off  
Quick promotion





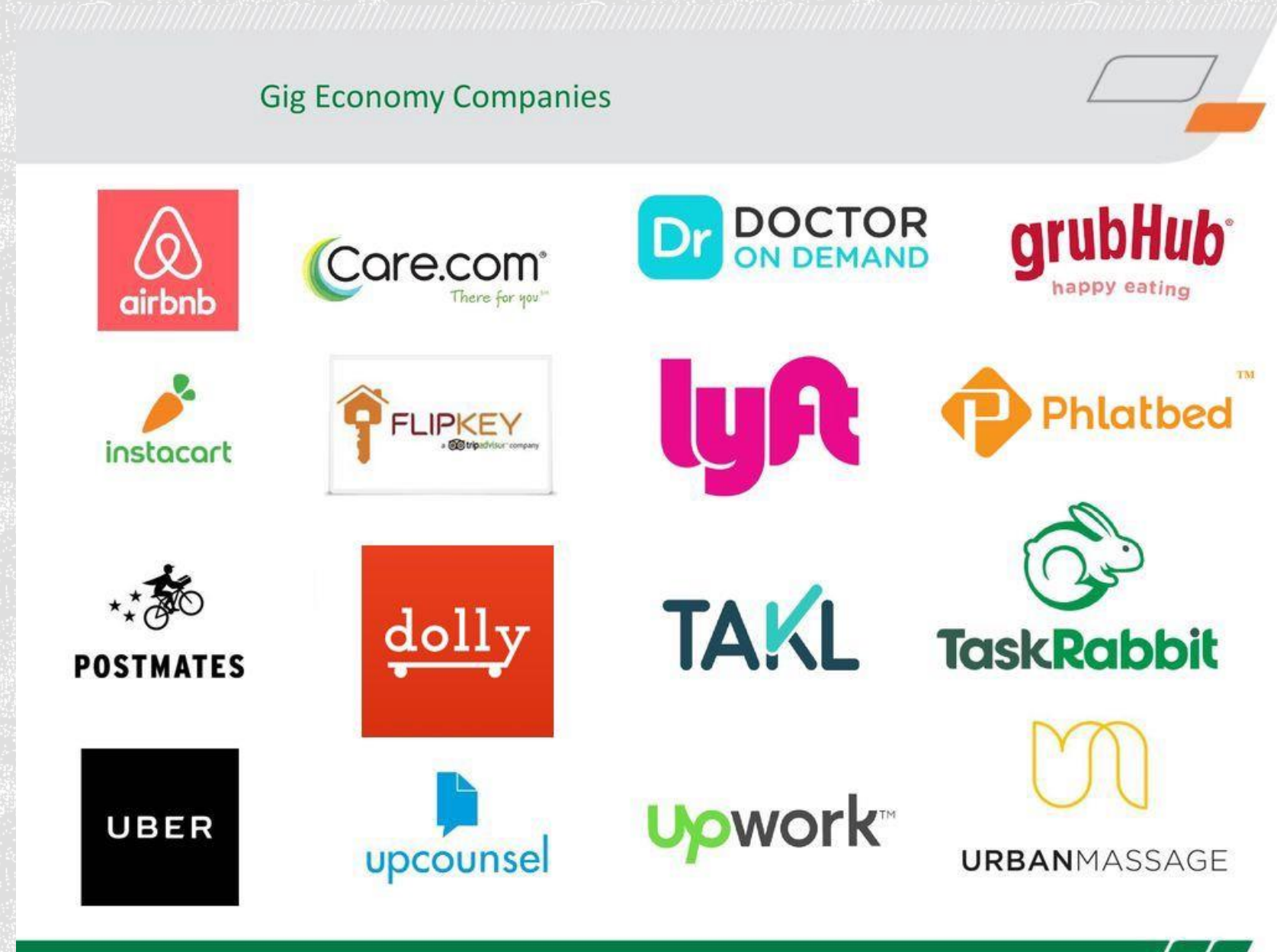
# POTENTIAL HEADWINDS

## ■ The “Gig” Economy

- *“In other words, workers in 2020 now have options. My employer’s rules, policies, work schedule, and definition of success can now be replaced by my rules, policies, work schedule, and definition of success.” – Me ☺*
- 84 Million people worldwide have decided to join the Gig Economy
- \$1.4 Trillion in earnings in 2018

## ■ Definition of “Success”

- 2015 Global Aspiration Survey
  - 10% of ALL employees consider “high performance” to be career success
  - 45% consider “work/life balance” to be career success





# IMPORTANT QUESTIONS



**“Right now, your company has 21st-century Internet-enabled business processes and mid-20th-century management processes, all built atop 19th-century management principles.”**

**Gary Hamel**

American Management Expert



# WHAT ARE THE SOLUTIONS?

- **Create Trust**
- **Know your employees**
  - Why are they working for you?
  - What is success to them?
  - What do they most want from you?
- **Create meaningful work for them**







Are we safe  
here?

What's our future  
with these  
people?

Are there  
dangers lurking?

**CREATE  
TRUST**

**Energy  
Individualization  
Future Orientation**





**WHAT DOES YOUR  
SWEATSHIRT SAY?**





S GOLDEN TICKET

**HARLIE**  
CHOCOLATE FACTORY  
THE NEW MUSICAL

**SPECTACULAR**  
BRINGS  
IMAGINATION

- A80



**IF YOU KNEW  
ME...**



# WHAT IS IMPORTANT TO YOUR EMPLOYEES?

Advancement

Affiliation

Balance  
(Work/life)

Challenge

Change /  
Variety

Creative  
Expression

Expertise

Family

Fast Paced

Financial  
Reward

Flexibility

Help Others

Independence

Influence  
People

Knowledge /  
Research

Leadership

Location

Personal  
Growth

Power

Recognition

Security

Status /  
Prestige

Teamwork



# The Three Parts of a Great Job Posting

## Essential Responsibilities

- Assist in running member and guest tournaments and weekly events
- Opening and Closing the golf shop duties
- Reconciles tee sheets, performs check-ins, and receives payments from members and guests

Assist in golf fleet management

“You’ll work long hours, weekends and holidays. Your customers will be demanding with often unrealistic expectations. Must be able to juggle multiple deadlines per day and handle unhappy stakeholders.”

- Responsible for implementing and maintaining excellent service to achieve guest satisfaction
- Incorporates safe work practices in job performance
- Performs other duties as required

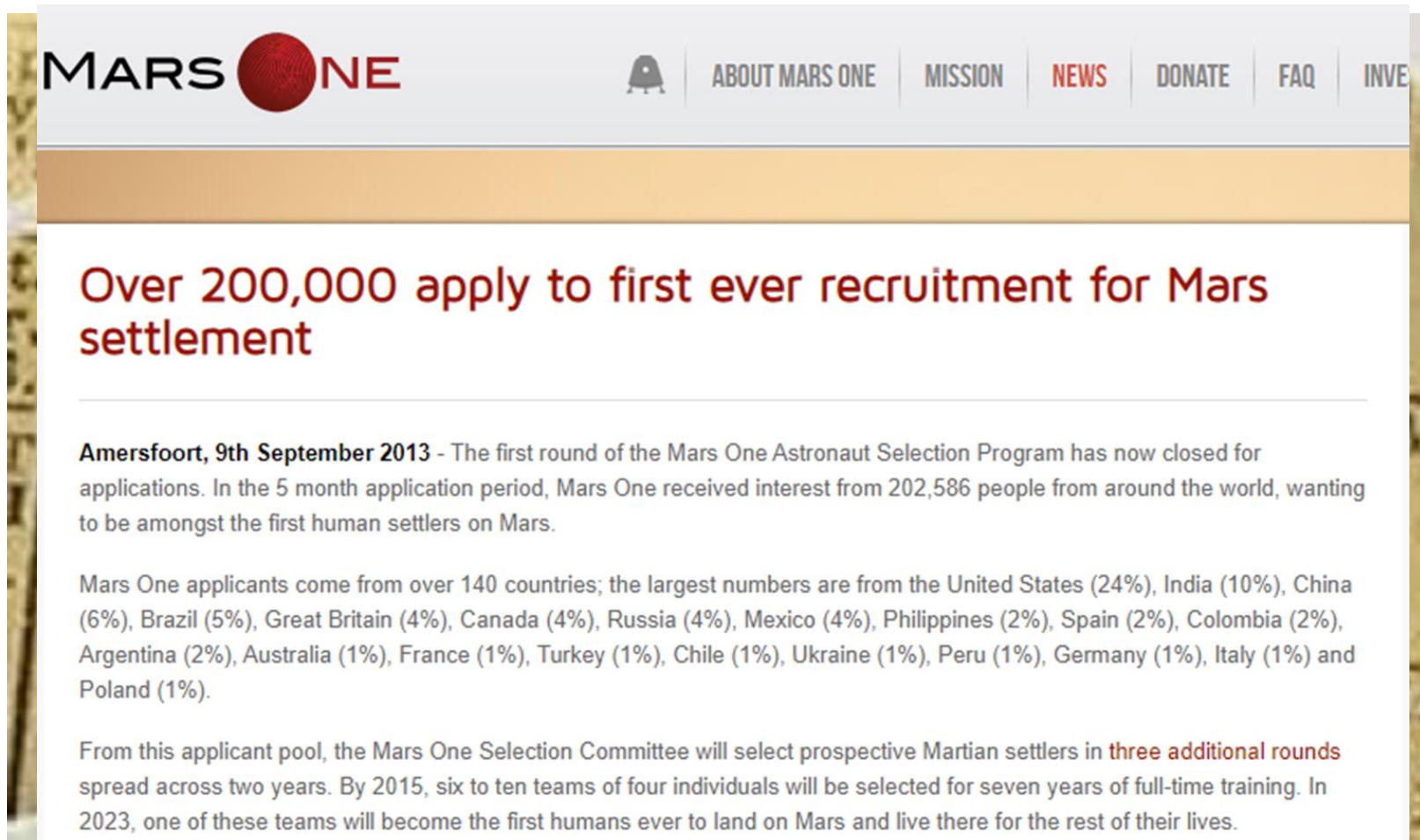
# MEANINGFUL WORK





# The Three Parts of a Great Job Posting

1. Build a sense of **Mission**
2. Explain the **Challenges**
3. Promise of **Reward**



MEANINGFUL  
WORK



# The Three Parts of a Great Job Posting

## 1. Build a sense of Mission

- *Is the mission to make money, change lives, build community, or something else?*
- *“Providing great service” isn’t a mission, it’s an expectation*

## 2. Explain the Challenges

- *What are the obstacles to achieving that mission, and how am I expected to help solve those problems as an employee?*

## 3. Promise of Reward

- *What is in it for me??? (It has to be important to me)*

**MEANINGFUL  
WORK**





General Manager:

Hickory Tavern is a growing company seeking energetic, fun, passionate and talented Restaurant Managers. No one else in this business thinks quite like we do. Our Goal IS TO BE THE BEST JOB YOU EVER HAD! "If you find a job you enjoy, you'll never work another day in your life." We are looking for leaders who believe in our core values, Excellence, Fun, Caring, drive and integrity.

Hickory Tavern Commitments to you:

Clarity, Belonging, Education, Development, Support and Opportunity

We ask you to:

Think It, Own it, Bring it, Share it, Work it and Live it.

Candidates will be contacted for an interview.

Benefits:

We offer competitive salaries  
Full benefits including medical/dental/life/vision/short term disability and paid vacation.

Hickory Tavern is an equal opportunity employer.  
Employment is contingent on a satisfactory pre-employment background check and drug test.

Requirements:

Apply Now

management experience

Studio Manager - Cary (MacGregor)

Orangetheory Fitness - Cary, NC 27511

Job	Company	Insights
So what does an awesome Orangetheory Fitness employee look like? They are:		
<ul style="list-style-type: none"><li>• Passionate about fitness and helping others achieve their fitness goals</li><li>• Strong leadership ability with the drive to motivate and mentor others</li><li>• Outgoing and energetic seeking to expand their sales career in the fitness industry</li><li>• Someone who enjoys teamwork and wants to be a part of a world class fitness company</li><li>• Enthusiastic about changing people's lives through fitness and community</li><li>• Interested in further development of their professional skills in sales, marketing, lead generation, social media, building and retaining clients, and growing a business</li><li>• Likes the color orange (Trust us, you'll be wearing a lot of it!)</li></ul>		
Does this sound like you? Then you're probably the right person for us!		

Apply Now

MEANINGFUL  
WORK





# 2016 Study of Meaningful Work

Published in MIT Sloan Management Review

- “Meaningfulness is more important to employees than any other aspect of work, including pay and rewards, opportunities for promotion, etc.”
- “Meaningful work can be highly motivational, leading to improved performance, commitment, and satisfaction”
- “Meaningfulness tended to be intensely personal and individual”

# MEANINGFUL WORK



# 2016 Study of Meaningful Work

Published in MIT Sloan Management Review

- “Quality of leadership received virtually no mention when people described meaningful moments, but **poor management** was the **top destroyer of meaningfulness**”
- “The feeling of “Why am I bothering to do this?” strikes people the **instant a meaningless moment arises**, and **strikes people hard**”

# MEANINGFUL WORK





# 2016 Study of Meaningful Work

Published in MIT Sloan Management Review

## **The “7 Deadly Sins of Meaninglessness”**

- Disconnect people from their values
- Take your employees for granted
- Give people pointless work to do
- Treat people unfairly
- Override people’s better judgement
- Disconnect people from supportive relationships
- Put people at risk of harm

# MEANINGFUL WORK





# RECRUITING & RETENTION TAKEAWAYS



## Redesign Jobs

Begin designing positions, duties, and challenges that provide more meaningful work to employees.



## Reskill Talent

Develop a culture of continuous learning, incentives that motivate people to learn, and focus on helping individuals identify and develop new, needed skills.



## Reengineer the Workforce

Move beyond “managing” team members to “optimizing” and “leveraging” their passions and skills deliberately and intentionally.



## Reconstruct Teams

The shift from hierarchies to teams is well underway. Prepare your organization for the evolution to adaptable ecosystems and teams.



## Refresh the Human Experience

Address the “human experience” at work – building on an understanding of worker aspirations to connect work back to the impact it has not only on the organization, but on the people and society as a whole.





# Gravity, Got To, & Get To

May 21, 2019



“Fear is gravity, always telling you to take the easier path, and always downhill. Walk uphill; it is the door into awe and freedom.”

- Banksy

# ENGAGE WITH ME

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QUESTIONS

ANSWERS