

YOUR FIRST TERM

A BEGINNER'S GUIDE TO CLUB BOARD LEADERSHIP



Your fellow members have entrusted you with something rare: their confidence, their investment, and their community. Board service isn't about attending meetings. It's about guiding an institution that shapes lives and builds a legacy.

The DENEHY Framework: Four Pillars of Effective Club Board Service



Pillar 1: Master the Club's DNA

Understand the people, money, and moments that define your club.

Member Ecosystem: Know Who Your Members Are, What Drew Them In, and What Keeps Them Engaged. Young professionals seek connection and networking. Retirees value community and leisure. Your decisions should reflect that diversity.

Financial Architecture Learn how the club earns, spends, and reserves money. Understand revenue streams—dues, dining, events, and guest fees—as well as key expenses. Study the capital reserve plan and replacement schedule.

Operational Rhythms: Recognize seasonal patterns. Golf may peak in spring and fall; dining may thrive year-round. Use these insights to allocate resources wisely.



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Pillar 2: Define Your Board Identity

Lead strategically. Govern wisely.

Strategic Governance Model Focus on vision, policy, and oversight—not operations. The General Manager executes; you guide and hold accountable.

Member Advocacy vs. Management Support: Represent all members, not just the most vocal—support management's ability to deliver consistent excellence.

Tradition and Innovation Honor heritage while encouraging progress. Strong boards balance both.



Pillar 3: Navigate the Complexity Matrix

Balance priorities with perspective.

Financial Sustainability vs. Member Affordability: Balancing the club's financial health with member affordability.

Facility Excellence vs. Capital Conservation: Invest in improvements that sustain long-term value.

Inclusivity and Culture Foster a welcoming environment while maintaining the club's distinctive character.



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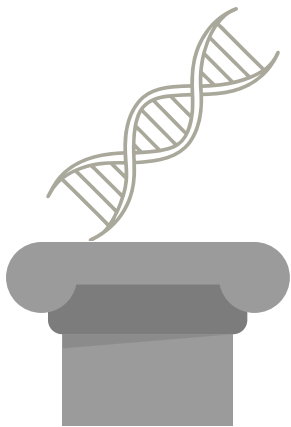
Pillar 4: Execute with Excellence

Transform ideas into measurable outcomes.

Run Purposeful Meetings: Keep discussions focused on strategy and future impact.

Empower Committees. Use committees as your research and development arms. Finance analyzes trends; House enhances member experience. Align their work with board priorities.

Communicate Transparently. Members deserve clarity. Share decisions, address concerns promptly, and foster trust through open and transparent communication.



MASTER THE
CLUB'S DNA



DEFINE YOUR
BOARD IDENTITY



NAVIGATE THE
COMPLEXITY MATRIX



EXECUTE WITH
EXCELLENCE



YOUR FIRST 90 DAYS

BUILD, LEARN, CONTRIBUTE



DAYS 1-30: FOUNDATION BUILDING

- Meet individually with board members and key staff.
- Review three years of board minutes.
- Attend club events to observe engagement.
- Analyze financial statements for patterns.



DAYS 31-60: STRATEGIC UNDERSTANDING

- Join a committee and attend its meetings.
- Shadow the General Manager.
- Interview with long-term members.
- Research competitive clubs



DAYS 61-90: CONTRIBUTION PREPARATION

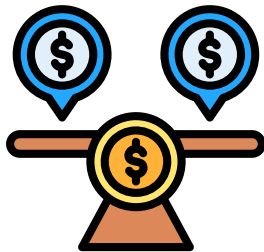
- Identify areas where you add value.
- Outline opportunities and challenges.
- Prepare questions for strategic sessions.
- Build relationships across member groups.

COMMON PITFALLS TO AVOID



- Avoid the Operator Trap: Focus on Governance, Not Management.
- Resist the Popularity Contest: Represent all members.
- Challenge the Status Quo: Respect tradition but encourage progress.
- Think Long-Term Financially: Fund reserves before crises arise.

MEASURING YOUR BOARD IMPACT



- Higher member satisfaction and retention
- Stronger financial stability
- Improved facilities and amenities
- Clear, measurable strategic priorities

YOUR LEADERSHIP LEGACY

Serving on the board offers a rare chance to shape an institution that enriches lives. Members invest deeply—financially and emotionally. Your leadership influences their satisfaction, sense of belonging, and community pride.

Lead with purpose, humility, and focus. Your decisions today define tomorrow's legacy. Great boards don't just manage a business—they steward a community built on trust, respect, and shared values.

YOUR LEADERSHIP LEGACY

Lead with purpose, humility, and focus. Your decisions today shape tomorrow's community.

Partner with DENEHY Club Thinking Partners

Align strategy, governance, leadership, and search to deliver exceptional member experiences.

Contact CTP Today!



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