

Case Study

Time for change?

March 2016



Introduction

Golf clubs merging, altered management structures, new membership models and new technology opportunities are currently being undertaken by a number of Golf Clubs across New Zealand. How

do we manage this change? Are we bringing our members with us and if not how do we do that?

Leading Change - The Change Process

The Harvard business school Professor John P Kotter an expert in change management has outlined 8 critical success factors in the change process. In his analysis of a large number of business corporations their underlying reason for change is also relevant to golf clubs. "To make fundamental changes in how business is conducted in order to help cope with a new, more challenging market environment."

The eight steps to implement change in your club:

1. Establish a sense of urgency

Examine the market and your competitive realities to understand the need for change. Then identify the crises or potential crises of changing or alternatively not changing. Is the reason for change compelling enough?

2. Form a powerful guiding coalition

This coalition must be powerful in the way it is seen in regards to titles, information and expertise, reputations and relationships. There are difficulties in producing change and thus the importance of a powerful (not over bearing) guiding coalition.

3. Creating a vision

A vision that creates clarification regarding what the club looks like in the future and eventually strategies for achieving that vision. Without a clear vision change can become a list of confusing and incompatible projects taking the club in the wrong direction or nowhere at all.

4. Communicate the vision

Use every communication vehicle possible to communicate the new vision and strategies. Communication comes in both words and deeds nothing undermines change more than behaviour by important individuals that is inconsistent with their words.

5. Empower others to act on the vision

Look to remove any systems or structures that seriously undermine the vision, action is essential to empower others and to maintain credibility in the change effort as a whole. Listening, responding and educating your membership is paramount to a successful change process.

6. Plan for and create short term wins

Plan for visible performance improvements, create those improvements and shout it from the treetops.

7. Consolidate improvements and produce more change

Using the increased credibility it is time now to change the systems, structures and policies that don't fit the vision. Hiring, developing and promoting new personnel to fit the vision requirements and support the ongoing changes required. No need to rest on your laurels.

8. Anchor the changes in the clubs culture

Root the new behaviours in the social norms "this is the way we do things around here" Show people how the new approaches, behaviours and attitudes have helped improve the club. Make sure the next generation of club management personify the new approach.

Conclusion

Change efforts in reality are messy and full of surprises, to avoid some of these pitfalls make sure time is spent on points 1-3.

Make sure your vision is compelling enough to communicate to someone in 5 minutes or less and then get a reaction that signifies understanding and interest.

Most importantly be patient with the process, don't rush through change for changes sake.

Want help with change management feel free to contact the Community Golf team at NZ Golf 09 485 3230.

