

Case Study

Leadership Must Change

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Introduction

Golf clubs are facing many challenges as they look to the future. Change is necessary to keep clubs viable and a different form of leadership is needed to

move the clubs forward, and the leadership that is needed to drive change looks a lot different to what most of us perceive.



Leadership Must Change

When the word 'Leadership' is mentioned, most of us have visions of Nelson Mandela or Winston Churchill. But take a moment to think of a time when someone changed your life, changed the way you perceived something, or changed the path you were on. Was it someone on the world stage or was it someone who was more personal to you? It is more likely to have been an 'ordinary' person that has had the greatest impact. You probably have not told this person that effect that they had on you. Dame Whina Coopers background was as a School Teacher. Without realising it, you have likely had the same effect on others as well. Leadership is not about the world changing actions, it is about the day to day contact. Realising that you can make a change and lead in everyday situations makes it easier to realise your actions can have lasting impact on your golf club.

Leadership is born out of a need for someone to step into a void. If we are honest, whatever our relationship is to our golf club, from the General Manger, to the committee member, to the new golfer, we can all look at our respective clubs and find something that we believe can be run better. There is the opportunity to jump in and lead in that area. Many people feel they cannot lead because they aren't charismatic enough for others to follow them. This is not true, it is more the other way around, leadership makes you charismatic! It would be hard to say that Bill Gates is charismatic, as with Warren Buffet, yet they are classed as great leaders in their fields, and incredibly successful. If you are thinking that you don't have the charisma to lead, you are wrong. If you show the leadership necessary people will follow your direction.

Most of you reading this will agree that there needs to be a change in golf to attract new people into the game, as well as keeping those that are already involved. Realising that there is a better way to do things and challenging the status quo is the first stage of disruptive leadership. Challenging the norm and causing disruption is never comfortable but is essential for change. We don't like the thought of any disruption in our day to day lives. No one likes to have their normal drive to work upset with a detour because of roadworks. However, we all want the intersection that is being worked on to be better so it is safer and faster to get to and from work each day. This analogy could also be used for golf clubs as well. We know that a lot of clubs around the country need to change the way they are operating, and it needs someone to step up to lead the club in a different direction, that may result in a detour that people may not be happy about, but the result is the club being in a much healthier place in the end.

Leadership is born of curiosity. Curiosity about the situation the club finds itself in; why is it being done this way and not another? Who are the people involved and why are they involved? The questions are endless. This curiosity will give you a way of delving into the current situation as well as gaining different points of view with the answers given back. Any organisation, including golf clubs, that have everyone agree on all subjects without any discussion or descent shows the club is in an unhealthy way and is closed to opportunities that maybe presenting themselves. Dissenting voices

need to be heard, they may not agree with the change but if there is a clear communication stream in place people will feel much more involved in the change process.

New Zealand Golf has recognised that change needs to be encouraged within the regions as well as the individual golf clubs. With that in mind the Club Capability Managers have been established to aid in four main areas and one of these is club leadership. The Club Capability Manager in your region can work alongside your club to set some measurable goals.

Conclusion

Golf Clubs around the country will need to make some significant changes to remain in existence in the years to come. The changes in these clubs will come from leader's groups that a better way forward with measurable goals. These leaders will upset many of the status quo within these clubs, but the results in the end will show that the new leaders are right.

Martin Crowe introduced Cricket Max in 1996. Crowe said he "could see a need for a new visual appeal in terms of the field lay-

out, and the rules. This will provide great entertainment and an exciting result in 3 hours of cricket." Cricket Max over time morphed into 20/20. Many traditionalists felt Cricket Max was a gimmick, yet today massive stadiums being sold out for 20/20 games with millions of viewers tuning in worldwide to watch. Who is going to bring a "gimmick" idea to your golf club which will be its next big thing?

