PGA
Northern California Section

BOARD OF DIRECTORS RETREAT
February 25, 2018
Thunder Valley Casino Resort – Lincoln, CA.
Sierra Room
9:00am to 5:00PM

I.   **Leadership Retreat Kickoff**

II. **Best Boards**

III. **Board Governance**

IV. **Board Leadership**

V.   **Strategic Plan Update**

VI. **Plan of Action**

What Makes A Team Productive

"Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results."
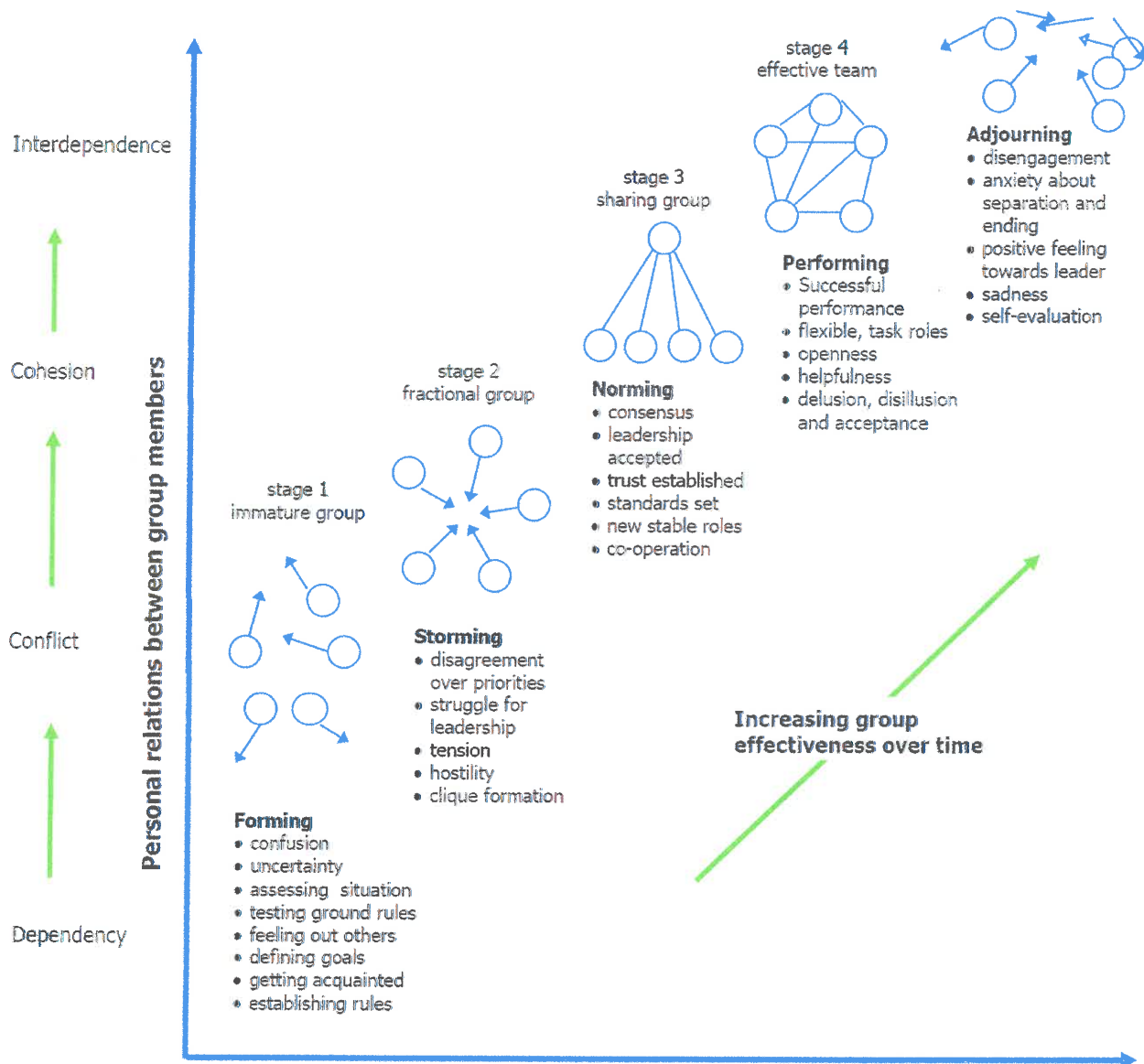
Andrew Carnegie

Stages of Group Development

- ✧ In 1965, Psychologist Bruce Tuckman described the path to high-performance that most teams follow: forming, storming, norming and performing. Later, he added a fifth stage he called adjourning.

- ✧ Teams that naturally evolve through all the stages have a better opportunity of becoming high-performance teams. Otherwise, they remain as work groups -- often productive but not at their full potential.

- ✧ High-performance teams take time to mature and reach their potential.

- ✧ Not all teams manage to reach the high-performance stage.

Stages of Group Development

Tuckman Model

Interdependence

Cohesion

Conflict

Dependency

Personal relations between group members

stage 1
immature group

stage 2
fractional group

stage 3
sharing group

stage 4
effective team

Forming
- confusion
- uncertainty
- assessing situation
- testing ground rules
- feeling out others
- defining goals
- getting acquainted
- establishing rules

Storming
- disagreement over priorities
- struggle for leadership
- tension
- hostility
- clique formation

Norming
- consensus
- leadership accepted
- trust established
- standards set
- new stable roles
- co-operation

Performing
- Successful performance
- flexible, task roles
- openness
- helpfulness
- delusion, disillusion and acceptance

Adjourning
- disengagement
- anxiety about separation and ending
- positive feeling towards leader
- sadness
- self-evaluation

Increasing group effectiveness over time

Adapted from B.W. Tuckman by University Associates, Inc.

Executive
nSight

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Stages of Team Development

FORMING

- ✧ Occurs in the first stages of team building
  - ➢ Team members get to know one another and learn the scope of the group
  - ➢ During this stage, an individual's behavior is driven by a desire to be accepted by others and understand the nature of the work
  - ➢ Serious issues and feelings are often avoided and team members focus on getting tasks accomplished.
  - ➢ Team members are often on their best behavior while they form opinions of the project/team leader/team members.

- ✧ Forming requires that leaders explain what to do and how to do it.

- ✧ Leaders can enhance a team's performance by:
  - ➢ Clarifying roles and responsibilities;
  - ➢ Defining and agreeing to team norms and commitments;
  - ➢ Encouraging open discussions, debate and planning;
  - ➢ Providing structure (meetings, problem-solving, decision-making, communication); and
  - ➢ Developing trust and respect.

Stages of Team Development

STORMING

✧ **The stage in which different ideas compete for consideration.**

➢ Teams address issues such as what problems they are really supposed to solve. How they will function independently and together, and what leadership model they will accept.

➢ Storming can also highlight strained relationships and misalignments in the team's objectives.

➢ The storming stage is necessary to the growth of the team.

▪ It can be contentious, unpleasant and even painful to members of the team who are averse to conflict. Tolerance of each team member and their differences should be emphasized during this stage.

▪ This stage can become destructive to the team and will lower motivation and performance if it is allowed to spiral out of control.

✧ **Storming requires that leaders demonstrate action. Show what to do and how to do it.**

✧ **Leaders can enhance a team's performance by:**

➢ Ensuring acceptance of different points of view;

➢ Defining and managing problem-solving processes and recommitting to a decision-making process;

➢ Managing and distinguishing between interpersonal and issue-centered conflict;

➢ Supporting collaborative team efforts and reconfirming task-oriented responsibilities; and

➢ Addressing individual issues/behaviors.

Stages of Team Development

NORMING

- ✧ The norming stage is reached when the team manages to have a singular goal and come to a mutual plan for how the team will perform.

- ✧ Team members actively acknowledge all members' contributions.

- ✧ Information is openly shared and team issues are addressed.
    - ➢ Individual focus is "how can I help the group?"
    - ➢ There is increased cohesion and more collaboration.
    - ➢ Trust begins to emerge and differences are appreciated.
    - ➢ The issues teams are about how to strengthen relationships, open communication further and provide constructive feedback.
    - ➢ The major drawbacks is that members may become closed to new or changing team members because they are protecting the group or they may resist project changes that disrupt the team's work flow.

- ✧ Norming requires that leaders guide the team. Provide the freedom to figure things out, support and encourage one another.

- ✧ Leaders can enhance a team's performance by:
    - ➢ Ensuring frequent and open communication;
    - ➢ Encouraging team members to manage the team process;
    - ➢ Giving positive and constructive feedback;
    - ➢ Supporting decision-making efforts;
    - ➢ Challenging the status quo; and
    - ➢ Encouraging and reinforcing proactive collaboration efforts.

Stages of Team Development

✦ Some teams, but not all, will reach the performing stage.

✦ These high-performing teams are able to function as a unit as they find ways to get the job done smoothly and effectively without inappropriate conflict or the need for external supervision.

✦ Team members are motivated, knowledgeable, competent and they desire autonomy.

✦ The team is unified: team identity is complete, team morale is high and team loyalty intense.

✦ The task function becomes genuine problem solving, leading to optimal solutions and optimum results.

✦ Leaders of high-performing teams are also participative in their style and trusting of each team member's contributions.

✦ Performing requires that leaders enable team members. Provide the freedom to make decisions and focus on the big picture.

✦ Leaders can enhance a team's performance by:

  ➢ Supporting new ideas and ways to achieve outcomes;

  ➢ Developing team members beyond the skills they brought to the team;

  ➢ Looking for ways to increase the team's capabilities/outcomes; and

  ➢ Offering feedback when requested.

Stages of Team Development

✦ Teams assembled for specific projects or for a finite length of time go through a fifth stage, called adjourning.

✦ A planned conclusion should include recognition of team and individual achievements.

✦ Disbanding a team can create some apprehension, especially if the team experience was especially good.

✦ The best way to work through any challenges during adjourning is to ensure all team members are focused on their completion activities – which may include documentation, lessons learned, handing off of responsibilities to others who will maintain project activities, etc.

✦ Adjourning requires that leaders recognize achievement. Acknowledge individual, group and sub-team performance.

✦ Leaders can enhance a team's performance by:

➢ Acknowledging the work done by the group and each individual;

➢ Celebrating the team's success publicly when appropriate; and

➢ Acknowledging the work performed if the team disbands because the project was stopped.

Working from strengths maximizes performance, both individually and with teams.

Northern California Long-Term Strategic Plan (2016-2020)

January 2016

Evolving Current Strategic Plan

- Opportunity to evolve Strategic Plan in order to maximize national support while still maintaining focus on Section-specific needs of the member

Mission & Vision

The Northern California PGA Section, our Officers, Board of Directors, Committees and Staff exist in order to:

Promote the enjoyment and involvement in the game of golf and to contribute to its growth by providing services to golf professionals and the golf industry.

The NCPGA will accomplish this mission by enhancing the skills of its professionals and the opportunities for amateurs, employers, manufacturers, employees and the general public.

In so doing, the PGA will elevate the standards of the professional's vocation, enhance the economic well-being of the individual member, stimulate interest in the game of golf, and promote the overall vitality of the game.

Serve Our Members   ### *Grow the Game*

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Strategic Vision

A.   We must be in constant pursuit of excellence and committed to innovation, collaboration and improvement;

B.   Teamwork and talent must define our culture and must be exhibited in our communication, accountability, honesty, trust and impact;

C.   A commitment to diversity and inclusion must resonate throughout the entire Section as it is essential to any activity or program the Section conducts and/or any practice that is implemented;

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Strategic Vision (cont.)

D. The primary strategy for any activity or program that the Section conducts must meet one of the following:

– Protect and enhance the PGA brand;

– Directly or indirectly help our PGA Members;

– Develop new golfers, promote the game of golf and create new initiatives to make it more fun and enjoyable;

– Position the Section and our Members as leaders in the business, teaching and playing of the game;

– Develop regional growth and influence;

– Strengthen the perception of the PGA of America and its Members as the tangible connection between the game and all that play it in the Section.

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Current Financial State

- Loan Receivable (Reserve Account) is healthy and represents 17% of annual revenues

- Accounts Receivable do not appear to have any accounts at risk

- Chapters and Divisions have high cash balances

Northern California Section of The PGA
Combined Statements of Financial Position
December 31, 2015 and 2014

Assets		2015		2014
Current assets:				
Cash and cash equivalents	$	68,217	$	54,046
Loan receivable		274,842		291,188
Accounts receivable		39,439		45,245
Prepaid expenses		1,579		4,723
Deposits		3,800		4,707
Total assets		387,877		399,909
Property and equipment, net		42,591		34,668
Total assets	$	430,468	$	434,577
Liabilities and Net Assets				
Current liabilities:				
Accounts payable and accrued expenses	$	68,672	$	44,054
Current portion of long-term debt		-		3,439
Current portion of deferred revenues		342,705		318,609
Total current liabilities		411,377		366,102
Total net assets		19,091		68,475
Total liabilities and net assets	$	430,468	$	434,577

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Structure

- **Opportunity to evolve structure to focus on business areas with committees / task forces assigned within these areas**

EMPLOYMENT	EDUCATION	TOURNAMENTS	PLAYER DEVELOPMENT	FOUNDATION

Supporting Activities that feed into Core Products:
Membership, Governance, Awards, Finance, Marketing and Partnership (sponsorship) Development.

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Role of a Committee / Task Force

- Committees are an extension of the Board of Directors
- Purpose is to do the majority of work on assigned tasks
- Committee information enables the Board to focus on the overall project impact
- Committees are advisory in nature, the decision is left to the Board

Standing Committees
- Exist due to ongoing need to perform specific tasks on behalf of the Board
- The Board shall provide a written mission statement for the Committee
- The Board may change the mission or discontinue the Committee at any time
- The Chair and members should be selected based upon their expertise as relating to the specific task

Task Forces
- Established by the Board of Directors to accomplish a specific task within a specific time frame
- Upon accomplishment of the task, the task force disbands

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SWOT Analysis

Strengths:

- Solid leadership and staff

- Player development programs

- Partnership programs

- Increased ADP Funding

Opportunities:

- NCPGA Connect

- Growth in partnership with Allied Associations (NCGA, CAG, USGA. PGA TOUR & LPGA)

- Host of 2020 PGA Championship

- Member engagement (education)

Weaknesses:

- Higher costs of doing business

- Positioning brand within marketplace

- Staff resources / bandwidth

- Member engagement (participation)

Threats:

- State regulations (water, wages, taxation)

- Economy – Course closings

- Management companies (employment)

- Third-party Tee Time Companies

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Employment: Key Insights

Insights

Implications

Insights		Implications
Significant % of Members over age 55 and downward projection of new members	→	Ensure Succession Planning
Overall Facility Penetration = 71% with lower numbers at public / muni courses	→	Prioritize Facility Penetration Based on Facility Type
Unemployment Rate = 1.8% however compensation levels have remained flat for sometime	→	Employment is strong however Members may be underemployed and/or undercompensated

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Employment: Long-Term Strategies

DEPARTMENT LONG TERM VISION: Provide career advancement, enhance compensation and deliver credible and valuable services to employers.

LONG TERM STRATEGIES	% FOCUS	CRITERIA FOR SUCCESS
Market PGA Membership to Non-PGA Facilities	15%	Increase Facility Penetration
Promote Employment Services Program to Members	60%	Promote Career Enhancement in the Regional Markets
Enhance & Formalize Relationship with Regional MCo's & Allied Associations	25%	Employer Satisfaction & Continued PGA Penetration of Managerial Jobs

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Education: Key Insights

Insights

Implications

Need for More Mentorship → May See a Decline in Class A Membership Without Equal Numbers of Graduating Apprentices

Role and Relevance of the PGA Member Continues to Change → Employers Looking for Updated Business Management Skills

Increased Number of Class F Members due to Failure to Complete MSR Credits → Reduction of Total Membership & Dues as well as Possible Loss of PGA Affiliations at Facilities

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Education: Long-Term Strategies

DEPARTMENT LONG TERM VISION: Engage Membership in "Life Long" Education and Training that will develop Members.

LONG TERM STRATEGIES	% FOCUS	CRITERIA FOR SUCCESS
Enhance Mentorship Programs	30%	Improve Graduation Rates
Need to Offer More Business Education and Attract Participation	60%	Increased Engagement Resulting in Higher Compensation
Create a Plan to Assist Class F Members & Those at Risk to Regain or Maintain Their Class A Status	10%	Reduced Number of Class F Members while Maintaining Existing Membership Levels

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Tournaments: Key Insights

Insights

Implications

Development and Management of the Annual Calendar of Events is difficult → Facilities Reluctant to Schedule More Than One Year Out

Recent Tournament Participation is Trending Down → Lack of Participation from Younger PGA Members

Facility Expenses Continue to Increase → Higher Costs Lead to Smaller Purses

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Tournaments: Long-Term Strategies

DEPARTMENT LONG TERM VISION: Maintain and promote the highest standards of competition, sportsmanship, and common goodwill through tournaments designed to strengthen & test ones skills and to provide camaraderie that best meet the needs of the Membership.

LONG TERM STRATEGIES	% FOCUS	CRITERIA FOR SUCCESS
Facility Acquisition In 3-Year Terms	20%	Review Results of Securing Facilities on an Annual Basis
Continue to Promote the Calendar of Events	40%	Increase Levels of Participation by Younger PGA Members
Blend Section & Division events to Increase Participation & Reduce Per Player Costs	40%	Increased Players Resulting in Larger Purses

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Player Development: Key Insights

Insights — **Implications**

Insights	Implications
Minimal Growth in Facility Adopted Get Golf Ready Programs	Unclear Whether Facilities are Maximizing Adult Player Development Opportunities
Steady Growth in Junior Golf	Large Number of Potential Junior Golfers Seeking Developmental Programing
Golf Rounds Increased by 2.5% in Section; above National Average of 1.8%	Statistics Indicate that Rounds Played per Golfer Increased, Not the Creation of New and/or Diverse Golfers

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Player Development:
Long-Term Strategies

DEPARTMENT LONG TERM VISION: Drive participatory growth through operational excellence and member collaboration.

LONG TERM STRATEGIES	% FOCUS	CRITERIA FOR SUCCESS
Promote Value of and Opportunity for Adult Player Development Programs	40%	Increased Number of Adult Player Development Programs
Continue to Promote the Benefits of Junior Golf	40%	Increased Number of Facilities Participating in Junior Golf Programming
Promote Value of and Opportunity for Diversity Programs	20%	Develop Metric to Measure Diversity Player Development Programs and Increase Over Time

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Foundation: Key Insights

Insights → **Implications**

Insights	Implications
Need to Increased NCPGA Membership Engagement	Create increased understanding of the value of having a 501c3
Fundraising is Competitive and Challenging	Fundraising Goals yet to be realized
Limited Staffing & Resources	Efforts for fundraising and event management are limited

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Foundation: Long-Term Strategies

DEPARTMENT LONG TERM VISION: Dedicated to enriching the lives and communities of those in Northern California and Northwestern Nevada by providing resources to community action organizations that foster and embrace life's positive values. Impacting Lives Through Golf.

LONG TERM STRATEGIES	% FOCUS	CRITERIA FOR SUCCESS
Develop Membership Campaign re Value of 501c3	30%	Increased Grants and Scholarship Awards to the Membership
Develop Non-PGA Relationships to Increase Corporate Involvement	40%	Increased Number of Non-PGA Directors & Volunteers
Limit Initiatives to Focus on Maximum ROI	30%	Ensure Programs Maximize ROI

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