

**#16**

***A Discipline of Planning***

“Managing a club without a plan is like exploring a foreign land without a map. Given the size, complexity, and money invested in making a club successful, why would anyone consider operating it by the seat of one’s pants? Yet, this is exactly what managers do when they fail to establish a discipline of formal planning. And make no mistake about it, it is a discipline – requiring managers and supervisors at all levels to conceive and document their plans for upcoming periods and specific events.

Every enterprise demands a plan. Without a formal, written plan to focus attention and action upon the completion of specified goals within a specified time period, the club will lack direction and purpose. By putting plans in writing, the responsible manager focuses attention on the accomplishment. Further, there is a common understanding of the plan between the general manager and the general manager and the general manager and the general manager.

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Planning

- A Club plan is a written statement of the club’s purpose and objectives for a specific period of time, usually one year, and provides a framework for the club’s operations in the marketplace while the club is in operation.
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- A Club plan is a written statement of the club’s purpose and objectives for a specific period of 12 months, coinciding with the budgeting cycle. This plan lays out the specific goals to be accomplished during the year as part of the club’s efforts toward continual improvement.
- A **General Manager’s Work Plan** for the 12 months covered by the Club Annual Plan. This plan lays out measurable accountabilities for the general manager and is the basis the GM’s performance review.
- **Departmental Plans** for the 12 months covered by the Club Annual Plan. These plans lay out the goals and objectives of each operating department.
- A **Work Plan for each department head** for the same 12 months. These plans do the same for the club’s department heads.
- **Plans for major project and events** such as purchasing a new facility, organizing a major task or activities such as purchasing a new facility, organizing a major task or Member-Guest Tour.

**SAMPLE**

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**Discussion Points:** Discuss the requirements and why they are important to club operations. Who should be responsible for preparing each of the above plans?

**Take Away:** Formal planning is a necessary discipline in club operations.