

## Chapter 2 Outline

The Board of Directors  
Board Structure  
Written Records  
The General Manager  
Starting a New Job  
Chief Operating Officer Model  
Management to Leadership Model  
Working with the Board  
Other Tips for Long-Term Success  
Professional Development

## Competencies

1. Describe a typical board structure and how it governs the club. (pp. 43–52)
2. List the types of written records that a private club board generates and maintains. (pp. 52–59)
3. Identify the important factors that make a new job a success for general managers. (pp. 59–61)
4. Explain the chief operating officer model. (pp. 61–62)
5. Describe how the management to leadership model works and what it means for club managers. (pp. 62–64)
6. List tips for long-term success as a club manager. (pp. 64–65)
7. Identify professional development opportunities for private clubs. (pp. 65–70)