

HIRING SEASON: ARE YOU PREPARED?



By Lorin Anderson, *Founder*

In more than a decade spent tracking golf-instructor hiring, I've never seen a run like we've had this past month or so. More than 10 teaching jobs have gone up on the Proponent Group Job Board during this span, a record number for a single month. It could well be a sign that we're getting some traction on the recruitment side and that

clubs and facilities that have been reticent to add staff are ready to start pulling the trigger.

The PGA Show is always a time where lots of formal and informal interviewing goes on. On that note I would simply say that if you're doing some hiring, make sure you're prepared to gather the info you truly need about each candidate, so you can make the best possible decision before making a job offer.

A few areas where you want to focus are: **Hire for more than just talent.** A golf operation is a small group, sometimes just two or three teachers working together. Spend enough time with the candidate so that you can gauge if this is someone you want to have alongside 50-60 hours a week in season. Have a meal with them, play golf with them, watch them interact with the rest of your staff. If you hire just for teaching talent it can throw off the entire team if the personality isn't a fit.

Hire with diversity in mind. You really want to have a team that includes differing viewpoints, different skill sets, and different experiences. If you hire clones of yourself, you will have a harder time being innovative and creating better systems for your business, because everyone will come at it

from a similar viewpoint and that can be detrimental to the health of your business.

Add talent instead of filling a need. Too often hiring means checking off some boxes for various skills and when enough of the boxes are checked, a job offer will be made. Instead, search for raw talent. As someone once told me who had hired hundreds of people at a large corporation: "I hire the person with the most horsepower in their engine and we can always train them to do the job." What he meant was try to find the candidate who is just plain smarter and has lots of intellectual curiosity. For example, a young instructor who may not have as much experience as someone else but throws themselves into shadowing other teachers, going to industry summits and studying YouTube instruction videos every night, is probably signaling that he or she will continue to grow as a teacher and can be molded into whatever your staff needs.

Don't underestimate cultural alignment. Do you pick up a candy wrapper in the parking lot when you arrive at your facility in the morning? Do you stay an extra half hour in the evening if the training aids need to be stored and towels need to be returned to the locker rooms? If this is your culture and your expectation, find out how your job candidates will fit into these expectations. Nothing will sour a staff to a new hire faster than behavior that doesn't fit the team's work ethic and culture.

This may be surprising, but I don't know many teachers who truly enjoy the hiring process. It can be a time-sucking, difficult task and there can be a lot of confusion about where to find the best candidates, what questions to ask in the interview and how to weight the criteria. Don't forget that Proponent Group is always here to assist with what we call The Job Cycle. We're here to support our members in both the job search and the hiring process. Let us know how we can help. **PG**

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