

Managing the Career Development of Tennis Professionals

Presented By

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Goals

- **Proactive management of turnover**
 - Associate Professionals
- **Attract “*Rising Stars*” for a “win / win”**
 - New Professional Contributes & Grows
 - Club benefits from perspective & enthusiasm of new employee

Program Description

- **Starts with Position Listing**
 - *“...available for a career minded tennis professional who within 3 – 5 years...”*
- **Interview**
 - Create a “graduation” history
 - Like selecting a college
 - Demonstrate “real” opportunities
 - Show career path options

Really Understanding Motivation

- **Gather Information – Interview and Completion of a Career Goals Worksheet**

Getting Started

Career Goals Worksheet

Purpose

- ***“...to provide you with an employment environment in which you feel challenged, stimulated and appreciated...continually improve your position within the club... working towards meeting your Personal Career Goals...”***

***Source: 1st Year Career Goals Worksheet – Introductory Letter
Mark McMahon***

Goals

- ***“...incorporate your Personal Career Goals into our Operational Goals and into your annual Performance Review...”***

***Source: 1st Year Career Goals Worksheet – Introductory Letter
Mark McMahon***

Gathering Information

“...last position...prior year income...why did you leave...what attracted you here...current personal career plan 3 – 5 – 10 years...Action Plan 6 – 12 – 24 months...current position positive to your plan...”

Gathering Information

- *“...current position – which parts helpful...how...least important...why...which parts most enjoyable...why...least least enjoyable...why...what specific actions can we take to assist you...”*

Implementation

Personal Career Goals & Operational Goals

Implementation Considerations

- **Operational Goals (Short Term)**
- **Career Goals Worksheet**
- **Personal Career Plan (Long Term)**
- **Develop & Agree on an Action Plan (Short Term)**
- **Timing...integrate with the fundamentals of the position**
- **Operations...integrate with the specifics of the Position Description**
- **Clear Expectations**

Stated Personal Career Goal

“...to be Head Professional at a club making \$70 – 80k by <Year>...”

Career Goals Worksheet

Secondary “Goals” – ...to be more knowledgeable with computer programs...to take more responsibility with staff scheduling and supervision...”

Developmental Goal

“Take responsibility for all scheduling of department employees for the four-month period June 1 – September 30, <Year>”

Developmental Goal

“Work closely with the Director of Tennis in the planning, promotion and execution of the Ladies Member Guest Tournament in May <Year>”

Developmental Goal

“Identify and participate in at least (1) “general management” seminar in <Year> and write a summary report by December 31, <Year>. The report should highlight the information learned in the course and how this information will be applied to your position”

Developmental Goal

“Identify and participate in at least (1) Tennis Specific 3 – 4 Hour Course in <Year> and write a summary report by December 31, <Year>. The report should highlight the information learned in the course and how this information will be applied to your position”

Measurement

1. Employee - *measurement of Supervisor*
2. Supervisor – *measurement of Position Description performance*
3. Supervisor – *measurement of Developmental Goals*

Measurement – Of Supervisor

Employee Satisfaction Review

- *Overall satisfaction*
- *Working conditions*
- *Access to Continuing Education*
- *Support / Guidance / Training*
- *Total Compensation Package*

Measurement – Of Supervisor

Employee Satisfaction Review

- *Total compensation package*
- *Benefits*
- *Position assisting in reaching your career goals*
- *Encourages your long term employment*

Measurement – Position Description

- Reason for clear & written expectations
- Provide positive specific examples
- Coaching...*just like tennis*
 - *Weaknesses*
 - *“Match” situations*
 - *Solutions*
 - *Reasons*

Measurement – Developmental Goals

- Review Career Goals Worksheet
- Re-state Benefits of developing specific skill sets
- Review specific Developmental Goals
- Incentive based where possible
- Coaching...*just like tennis*

Schedule

- Living the program – Year Round



Start Over... Year Two



Benefits

- Attract employees who are “going somewhere” – *but not too soon!*
- Employee experiences a wide range of responsibilities and skill sets
- Delegation with purpose
 - More effective use of time for all
- Builds loyalty
- Member / customer understanding of turnover...*inevitable* – *but not all bad!*
- Future applicants

Competitive Analysis

- **Competitors – Everyone wants the best candidate**
- **Strengths – On the job training in every aspect of the industry**
- **Weaknesses – Only if no follow through**
 - *Positive and Negative news travels fast*

Summary

- Influence turnover
- Attract great candidates to your team
- Gather Information
- Establish Career Goals
- Developmental Goals
- Develop Action Plan
- Measure Results – Yours, Position & Developmental Goals
- Team Members who are *“going places”*