



Career Planning Handbook

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PGA
Career Services



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Career Planning Handbook

Dear PGA Member / Associate,

Congratulations on taking the first step to enhance your career as a PGA Professional! PGA Career Planning is a long-term, relationship based program designed to allow us to work together to achieve your career goals.

The PGA Career Planning model has been designed to guide you through the eight stages of Career Planning, but the content will be individual in nature, as we will use your particular values, goals, and skill set as our guide.

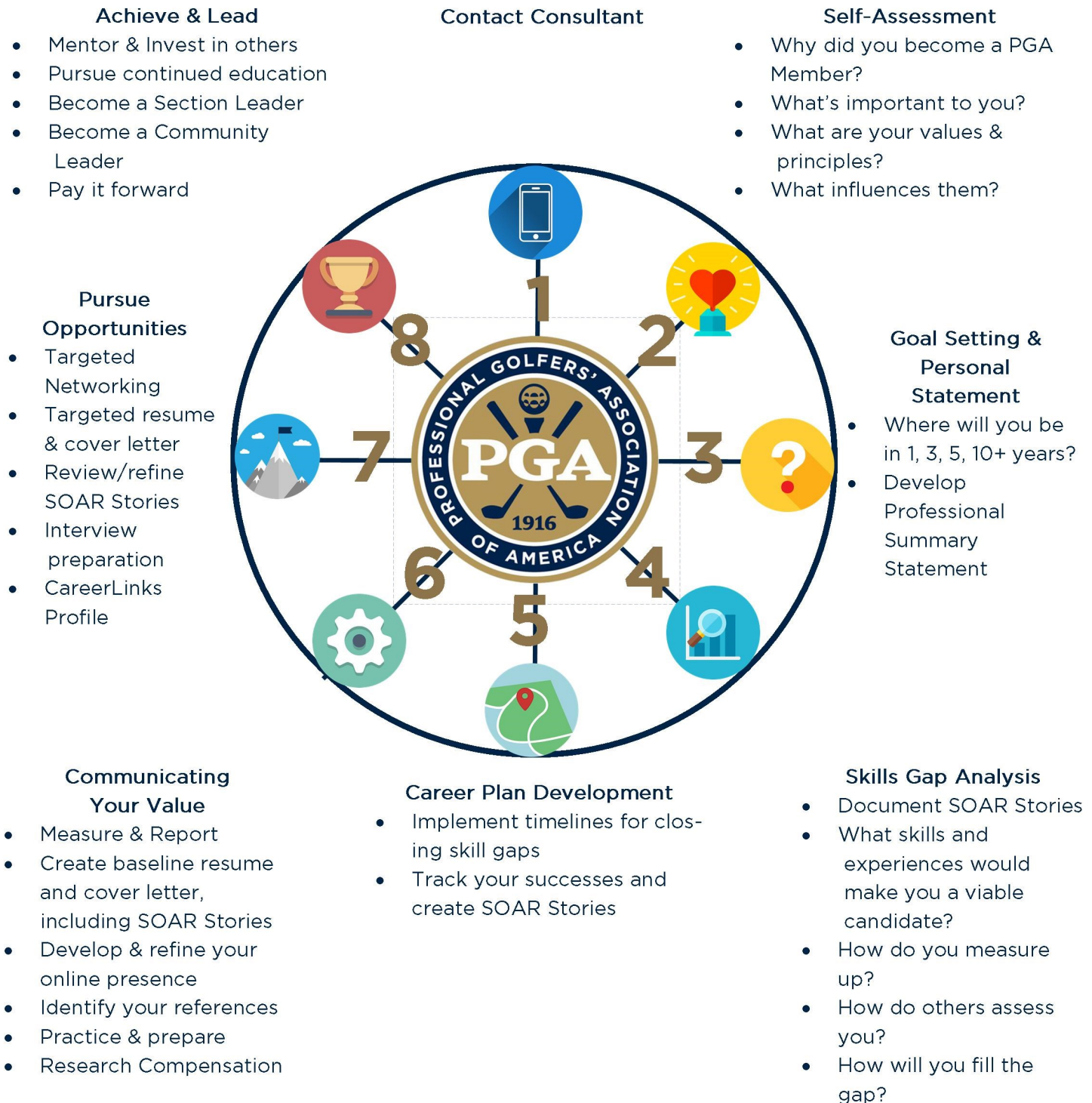
The handbook is yours to keep and will serve as a valuable resource throughout the process. When the time is right, I will supply you with supplemental information that will assist us in completing all of the stages.

We will complete some of the Stages together, and others you will complete on your own with me serving as a guide and providing assistance. Do not hesitate to contact me at any point throughout the process, and I will be checking in periodically to update your progress. It is also important to remember that I will keep all shared information strictly confidential.

Thank you for engaging in the Career Planning process, and I look forward to working with you to enhance your career and achieve your goals.

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The Career Planning Process





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Self Assessment– Values

- Advancement
- Affiliation with facility or Professional
- Balance between work and life
- Challenge
- Change & Variety
- Creative Expression
- Expertise
- Family
- Fast Paced
- Financial Reward
- Flexibility
- Help Others / Mentor
- Independence / Autonomy
- Influence People
- Knowledge / Research
- Leadership / Management
- Location
- Personal Growth
- Power
- Recognition
- Security
- Status & Prestige
- Teamwork

2

Self Assessment- Personal Characteristics

- Accurate
- Adventurous
- Artistic
- Assertive
- Analytic
- Argumentative
- Challenging
- Civic-minded
- Committed
- Communicator
- Compassionate
- Confident
- Creative
- Curious
- Dedicated
- Dependable
- Efficient
- Emotional
- Fair
- Energetic
- Entertaining
- Enthusiastic
- Expressive
- Hard Worker
- Honest
- Imaginative
- Independent
- Initiator
- Inquisitive
- Innovative
- Intelligent
- Intuitive
- Kind
- Leader
- Level Headed
- Loyal
- Mathematical
- Patient
- People oriented
- Perfectionist
- Personable
- Persuasive
- Practical
- Productive
- Rational
- Reasonable
- Responsible
- Responsive
- Self-Assured
- Self-Controlled
- Self-Starter
- Sense of Humor
- Sensitive
- Sociable
- Stable
- Tolerant
- Trustworthy



2

Self Assessment– Skills

Communicating

- Corresponding
- Drawing
- Editing
- Facilitating
- Interviewing
- Listening
- Managing conflict
- Mediating
- Negotiating
- Relating to customers
- Public Speaking
- Writing

Coordinating

- Cataloging
- Correcting
- Follow up
- Reporting
- Scheduling

Developing People

- Assessing Performance
- Coaching
- Counseling
- Helping Others
- Mentoring
- Motivating
- Teaching
- Team Building
- Training

Financial Management

- Auditing
- Budgeting
- Controlling Inventory
- Cost Accounting
- Financial Analysis
- Financial Planning
- Purchasing

Managing/Directing

- Approving
- Decision Making
- Delegating
- Developing Procedures
- Developing Systems
- Directing
- Formulating
- Implementing
- Instructing
- Interpreting Policy
- Managing Tasks
- Supervising People
- Project Management
- Revitalizing

Organizing

- Administering
- Assigning
- Categorizing
- Developing Work Plans
- Projecting
- Restructuring
- Setting Priorities

Planning

- Analyzing
- Conceptualizing
- Designing
- Developing Policy
- Developing Strategy
- Reviewing
- Surveying

Selling / Marketing

- Advertising
- Analyzing Markets
- Managing Sales
- Marketing
- Pricing
- Promoting
- Relating to Clients
- Selling
- Writing Proposals

Serving

- Customer Service
- Developing Relationships
- Handling Complaints
- Improving Relations
- Problem Solving
- Prompt Response

Technical

- Club Fitting
- Computer Literate
- Designing Systems
- Developing Products
- Manufacturing
- Social Media
- Swing Analyses
- Video Production
- Web Design

Other

-
-
-
-
-
-
-



3

Goal Setting & Professional Summary

What is your
1-3 year goal?

What is your
5-10 year goal?

What is your
10+ year goal?

Top Values

- 1.
- 2.
- 3.
- 4.
- 5.

Top Characteristics

- 1.
- 2.
- 3.
- 4.
- 5.

Top Skills

- 1.
- 2.
- 3.
- 4.
- 5.

Professional
Summary
Statement



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SOAR Stories

Sharing a specific example of how you completed a major task or project you were assigned, or succeeded when presented with an obstacle, allows a listener/reader to visualize how you work by contextualizing your experiences and skills. It demonstrates your ability to produce results and provides a concrete image for the listener/reader to remember you.

These SOAR Stories will be critical in building your resume and when interviewing for your next position. The exercise below will teach you how to create your SOAR Stories, and the back of the Career Planning Handbook provides additional forms for you to document your SOAR Stories.

Situation

Describe the scenario

Obstacles

Obstacles you faced

Actions

Action you took

Results

Measurable results

Skills Used



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Skills Gap Analysis

A Skills Gap is the difference between skills that employers want or need, and skills you currently have. Conducting a Skills Gap analysis helps you identify those skills you need to meet your career goals.

Short Term Goal

From Stage 3

Required Golf Skills

Teaching, Tournament Operations, Junior Golf, Merchandising, Rules of Golf, etc.

Required Management Skills

Staff Management, Problem Solving, Mentoring, etc.

Required Financial Skills

Budget / Finance, Revenue Creation, Membership, etc.

Other Required Skills or Necessary Resources



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Career Development Plan

Using what you have learned about yourself in Steps 2-4, use the following form to create a Career Development Plan. Successful completion of your plan will fill your Skills Gaps and create SOAR Stories for your resume.

Skill Gap to Address

From Stage 4

Target Completion Date

Objective

Ex. "To gain experience in Player Development while demonstrating revenue creation through the program"

Planned Activities

- 1.
- 2.
- 3.
- 4.

Measures of Success

Document your SOAR Story

- 1.
- 2.
- 3.
- 4.



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Communicating Your Value

Marketing yourself is more than sending resumes and maintaining a LinkedIn profile, although an online presence is important (see the following page). To properly prepare yourself for your job search, formulate a structured Communication Strategy that includes:

Measure & Report

You have already seen the importance of documenting your SOAR stories, and it is important that you report them to your managers, owners, or Governing Boards. Online tools at PGA.org such as the [Golf Operations Executive Summary](#) and [Revenue Scorecard](#) are great resources for this task.

Create a Baseline Resume & Cover Letter (with SOAR Stories)

It will be impossible to create one resume that is perfect for every job you apply for, as you must tailor the document to the specific position. Create a “Baseline Resume” with all of your accomplishments, separated by skills (instruction, merchandising, etc.) for each position. Then use the Baseline Resume to create your application resume by highlighting specific skills and removing others that aren’t required by the position.

Identify Your References

Like resumes, you will need a list of references to pick from when you are applying for a position, and those you choose should be able to speak to your skills as they relate to the job you want. Develop your list well in advance, and inform your references about the jobs you are applying for.

Practice & Prepare

There is no substitute for preparation during interviews. It is critical that you refine your talking points and understand how they relate to the job. This is a great time to involve your Career Consultant, as they can assist you in refining your message.

Research Compensation

Know your market and understand your value. Use the [PGA Compensation Survey Reporting Tool](#) available on PGA.org.



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Develop an Online Presence

A personal website, blog, and social media accounts can be effective career building tools if used correctly, and many employers search for the online presence of prospective employees. For that reason, having a strong online presence is a crucial component of your career marketing strategy.

Getting Started

- Develop a brand (your name, PGA), and perform a [knowem.com](https://www.knowem.com) search to see which websites have your brand name available
- Determine your target audience and choose online channels that connect you to that audience
- Setup your profiles with consistency (same logo/picture) on all channels
- Don't waste the bio/profile space. Describe your Professional self in 1-2 sentences (your Professional Summary Statement can help!)

Promote Your Brand

- Promote your channels wherever and whenever possible, including email signature, and printed materials
- Use your current sphere of influence (current members, students, or customers) to get you started

Create Valuable Content

- Post regularly, and be consistent with your topics
- Content with photos/videos generate twice as many views as text only
- Pose questions and solicit feedback
- Above all, keep posts professional!

Build Your E-Portfolio

- Content becomes an electronic portfolio of your work history
- Opportunities for all career paths using pictures, video, and articles



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Pursue Opportunities

As you embark on a new career opportunity, it is important to think strategically, and properly use the tools you have carefully identified and crafted within your Career Development Plan. Below are some suggestions for finding and taking the next steps to attaining, advancing or transitioning into a new position.

Career Consultants

If there are industry opportunities, most likely your local Career Consultant is in the know and can provide the important details needed for application. In total there are 18 Career Consultants across the country available to serve you and assist with job transition and advancement. Most importantly, your Career Consultant is a trusted and confidential advocate working on your behalf.

CareerLinks Database

No other industry has a database of 28,000 professionals and employers like the PGA of America. However, its information is only as good as your dedication to keeping it updated. A current profile ensures the employment notifications you receive fit your skill set and professional desires. As you review your year-end financial and tax information, take the time to update your CareerLinks Profile.

Networking

Before you begin broadcasting your desire to make a job change, or informing the world that you are unemployed, it is best to develop a strategic communication plan. Remember, you are not the only one experiencing job transition. Maintain a low-key profile to give yourself the best chance for securing a new job.

Key points in networking:

- Update your CareerLinks Profile
- Contact your Career Consultant
- Contact individuals that will maintain confidentiality and also help achieve your goal? (Career Consultant, Section Office, Mentors)
- Review Section Websites, LinkedIn, Company Facebook pages, etc.

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Pursue Opportunities

Targeted Resume & Cover Letter

Once you have identified an opportunity to pursue, it's important to tailor your marketing materials (resume, cover letter, references) to the position for which you are applying. Your Professional Summary, Core Competencies, and SOAR stories should all align with the job description and skill set the employer has communicated they need in their next hire. Cover letters should be short and sweet and in a creative way to cause the employer to want to offer you an interview.

Keep in mind:

- A cover letter is an introduction, not a regurgitation of your resume.
- Tell the employer the VALUE you will bring to their organization. Offer 3-5 bulleted value points.
- ASK for an in-person meeting and tell the employer you will call to schedule. DO NOT close by saying you HOPE to hear from them.

Review/Refine SOAR Stories

If you have done a good job of continually journaling your SOAR Stories, you will easily be able to reference them and choose the top ten to share during your interview. Use the worksheet on the following page to help with this step. Again, your Career Consultant is a valuable resource in helping you identify relevant, impactful and measurable stories to share in your interview.

Interviewing

The interview is the most important step in getting the job and it is imperative that you practice, practice, practice and feel over prepared. There are five types of interviews for consideration:

1. Screening Interview – this type of interview is usually a phone conversation where the employer is determining whether or not you are a serious candidate, as well as how well you communicate and present yourself over the phone.
2. Behavior Based Interview – your focus for successfully maneuvering this type of process is to relate and adapt your SOAR stories to the skills and challenges the employer is communicating.

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Pursue Opportunities

3. Case Interview – when interviewing for a high level position that requires advanced financial acumen, employers will ask you to analyze a situation, identify key business shortfalls and discuss how you would address the problems. It is a technique that evaluates your problem solving skills, listening skills, flexibility, and ability to react in a positive manner under pressure.
4. Panel Interview – panel interviews are common and used to get various opinions on how well you adapt to varying personalities, your public speaking skills, and your presentation skills. (Quick tip: ask for a business card from each participant and line them up in front of you for quick name reference!)
5. Video/Skype Interview – this is becoming more and more popular. The main thing to remember is to make sure the background is a blank canvas so the focus is on you. Also, conduct the interview in a quiet place where you will not be interrupted. Look at the camera and speak slowly to account for any lag time.

Regardless of the type of interview you encounter, there are some general tips to adhere to for success:

- Research the facility, membership and culture. Visit websites and search for press releases and newsletters
- Find out the names and titles of decision makers
- Prepare a list of questions
- Dress professionally and pay attention to personal grooming. Error on the side of conservative!
- Arrive early and turn off cell phone
- Offer a firm handshake and make eye contact with all interviewers
- Listen carefully – do not dominate the interview
- Show enthusiasm, optimism and interest
- Be prepared to answer the question: “Tell me About Yourself” (use an expansion of your Professional Summary)
- Smile and always respond in a positive manner
- Do not ask about compensation or benefits
- Ask what are next steps
- Send personal thank you notes to each interviewer within 24 hours



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Review & Refine SOAR Stories

Golf Skills

SOAR Stories	Merchandise	Tournament Operations	Instruction	Junior Golf	Rules of Golf	
Ex. Member Guest	X	X			X	

Management Skills

SOAR Stories	Staff Management	Mentoring	Training & Development	Handling Conflict	Planning & Organization	Communication
Ex. Member Guest	X		X	X	X	X

Financial Skills

SOAR Stories	Revenue Creation	Budgeting	Membership Growth			
Ex. Member Guest		X				



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Achieve & Lead

If you look back at the Self Assessment of Values in Stage 2, you may remember listing choices such as advancement, financial reward, and status/prestige. If you find that values such as help others/mentor and personal growth now seem more appropriate, now is the time for you to take the next step in your professional development while taking an active role in the development of others. Congratulations, you have reached Stage 8!

Mentor & Invest in Others

Think about all the people who helped you get to this point in your career. There were probably several managers, supervisors, co-workers, or members, among others. They all played a role in your development, but they weren't all mentors. That is because true mentors:

- Are dedicated to helping others achieve success
- Celebrate the achievements of others
- Set a Professional standard for values such as trust, respect, and integrity
- Are engaged in the professional community, and help you make connections in the industry

Pursue Continuing Education

Invest in yourself and your future by immersing yourself in the many Continuing Education opportunities offered by the PGA and the affiliated associations. By continuing to grow through education, you enhance your value to your facility and to future employers. Continuing education opportunities are listed on your Section website, or contact your Career Consultant for ideas.

Become a Section and Community Leader

The quickest and most efficient way to expand your professional network is to volunteer your time serving your fellow PGA members. Contact your Section office or a current board member to express your interest in serving, and never forget to keep growing the game in your community.



Document Your SOAR Stories

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Notes