

# Implementing Change at the Sunnyhill Health & Racquet Club

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In this case, challenges related to enacting change within a small, private, not-for-profit tennis club in a wealthy suburban community are considered. David Wilson, President of the Sunnyhill Health & Racquet Club, is tasked with developing a plan to address areas of concern within the club's physical infrastructure toward possible upgrading of the club. With a diverse range of members (and their associated interests) and community stakeholders gathering to influence the decision, the case presented allows for rich discussion on change management strategies. Indeed, as Wilson is met with severe resistance to a unilaterally designed grandiose design by these constituents, it is subsequently left to him and a third party team of analysts to present a spectrum of plans to both address the issues at the club and meet members' various needs and wants.

**Keywords:** decision-making, financial planning, leadership, nonprofit organization, strategy

## Case Context

The Sunnyhill Health & Racquet Club (SHRC) is a private, 400-member, not-for-profit tennis and social club located on an attractive piece of land in Sunnyhill Township, Massachusetts. Sport facilities at the club include three tennis courts, a recreational baseball diamond, beautiful open greenspace, and a modest-sized, though wholly unexceptional, clubhouse (see Figure 1 for the club's grounds). For nearly 75 years, club members have organized and enjoyed social events and tennis celebrations at SHRC; however, the club's management has made only a few cosmetic changes to the clubhouse and has otherwise left the surrounding property untouched since 1986. As the clubhouse is showing significant wear and tear, given its age, it is due for some mandatory maintenance (i.e., roof replacement, window repair, updated HVAC systems). Furthermore, high priority repairs are needed for the aging floor and a reengineering of the staircase. Discretionary improvements for the clubhouse are also being considered, which, according to many younger member factions, are enhancements that are long overdue.

## Case Background

Formerly a Senior Vice President within Boston's financial district, David Wilson reflected on his first few months as the President of SHRC. Wilson believed being elected as club President would serve as a perfect transition from being employed in the banking sector into an early retirement; a transition, he felt, had been going relatively smoothly. On this late April night, however, he seriously questioned his decision to take on the President's role at SHRC.

Sitting in his office, Wilson reflected upon the town hall meeting that had unfolded earlier that evening. It was during this meeting that Wilson thought he would have successfully communicated to club members his vision for improvements to the club. He grimaced, however, when he recalled the scene as it actually unfolded. Rather than those present endorsing his ideas, Wilson

witnessed members, neighbors, and community stakeholders become progressively frustrated and dissatisfied over the course of the meeting. When reflecting upon his entire banking career, he had never been accused of being a nebulous, incompetent, or vague manager; at this one meeting, however, he was criticized to these ends at least three times.<sup>1</sup> As he thought about the events that unfolded, he could not understand why members disliked his plan so much.

## Two Weeks Prior

While David Wilson and the busy volunteer Board of Directors knew changes to the SHRC clubhouse were necessary, questions persisted as to what the membership actually wanted from the club. According to some members, if the needed upgrades were completed on all current issues (i.e., roof replacement, window repair, updated HVAC system), the clubhouse would still simply be "adequate." In fact, these changes would only impact an improvement to the upper level of the clubhouse, leaving the basement in its current, bleak condition. A group of the Board's membership, including Wilson, believed potential existed to make SHRC a unique and special club through some specific, yet significant changes. While this change-oriented group existed at SHRC, another group of Board members strongly opposed any changes, given their belief that everything was "just fine" in its current condition. This divide at the Board level was echoed among the membership at large, as the uncertainty on needed and/or desired change was the most divisive element for the club, and by default, for Wilson.

In his professional life, Wilson had experienced change initiatives on many occasions while working alongside leaders he considered to be significant change agents. That said, Wilson realized he had never instigated nor led any change initiatives of his own. However, given Wilson had never backed down from past trials, he dove into the present challenge of creating a more modern and upgraded facility that all members could enjoy for many years to come.

Knowing the club was divided on this issue, Wilson began to carefully evaluate SHRC's current financial position to understand what sort of transformation the club could support financially. Certainly, a range of change options existed, from necessary safety and functionality modifications to a grandiose overhau

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