

Powers named director of Bluegreen Golf

ATLANTA—Bluegreen Corp. has appointed Thomas Powers to the new position of director of Bluegreen Golf. Powers will guide Bluegreen Golf's growth through land acquisition and community development, as well as oversee the company's four residential and golf communities located in North Carolina, Ten-

nessee, Virginia and Wisconsin. Bluegreen is a leading residential and community developer. In 1997, Bluegreen Golf was formed as the golf course community development division of Bluegreen Corp. Headquartered in Douglasville, Ga., Bluegreen Golf targets the mid-to upper-middle segment of the

golf and residential community development market.

"Tom's expertise with golf course community development and club management will help us develop two new golf communities a year," said Dan Koscher, president of Bluegreen Land and Golf. "Using The Carolina National Golf Club as a model for

future Bluegreen Golf clubs, we hope to become recognized as a national leader in the development, operation, marketing and sales of quality residential golf communities."

Powers joins Bluegreen Golf from Georgia-Pacific Corp., where he served as managing director of Georgia-Pacific Development Co. and was responsible for the \$145 million community development

division, managing a staff of 39 through the entitlement, development, administration, sale and marketing phases.

Prior to Georgia-Pacific, Powers was managing director of the United States Real Estate Subsidiary Takenaka & Company in Los Angeles and served as president, Takenaka Golf & Resort Group in Tokyo.

Matching

Continued from page 55

share information with rationalists. They are not good at repetitive tasks, like mowing, unless the superintendent talks with them and teaches them something along the way.

- Idealist — These people are always looking for meaning, a sense of spirituality. "This is the person you'd find sitting out on your green late at night staring at the moon," Grover said. "Some could really get into mowing lawns. It's sort of a Zen thing."

- Artisan — These people cherish freedom. They may not show up to work, and see nothing wrong with that. "They can be high maintenance," Grover noted. "But when they work, they work like hell. They are fantastic in a crisis. If you have a part of your operation that tends to have more crises, they can be great there. They are strong at putting things together and coming up with solutions."

So what's a superintendent to do with these insights into the human psyche?

"If we had high unemployment rates, I'd get a bunch of those guardian personalities," Grover said. "They show up on time, like the membership, and have a good, hard-core work ethic. But in [low unemployment] times like this, you have to be willing to consider some of these other folks and be open to what turns them on."

Free golf tends to attract and help keep members of all these temperament groups. But the type of praise each receives needs to be different to be effective.

According to Grover: "Guardians need to hear something like 'We are really, really happy you are part of our team.'

"That won't do anything for rationalists. 'You're doing a damn good job on this' works best for them. Rationalists won't pay any attention to praise from someone who they know isn't competent. So don't praise them regarding something you know nothing about. They will consider you a fraud and ignore you.

"To make idealists glow, tell them how unique they are.

"For artisans, it's freedom and excitement. Artisans aren't interested in verbal praise. It's not what you say, it's what you do. Figure out ways to build in more excitement, life, freedom and spontaneity into their jobs and they'll thank you for that."



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