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A career check list

After more than 25 years of counseling employers as they seek to hire superintendents, coaching superintendents into jobs and stabilizing families when the superintendent of the house has lost a job, I see two clear patterns that, with hindsight, paint a definitive picture of two kinds of superintendents: career secure superintendents who succeed at their jobs and

realize a balanced life and superintendents who too often have to worry about their jobs and fail to realize the comforts of a balanced life.

Accordingly, I have prepared the following 42-item check list to help superintendents and assistants gain an objective perspective relative to their career and family planning effectiveness. A judicious left-to-

right, line-by-line reading of the two columns below presents a unique learning opportunity.

Should the number of boxes a superintendent or assistant checks on the right side add up to more than a handful or two, they and their families are risking not smelling the roses as they pass through life. Better career and family planning will remedy this situation effectively. Look to improve your test score each year and you will do well. GCN

Career/life successful superintendents

Career/life anxious superintendents

Commit to career planning	<input type="checkbox"/>	<input type="checkbox"/>	Little career planning / react to situations
Ask: "Where do I want to be In five years?"	<input type="checkbox"/>	<input type="checkbox"/>	Tend not to look ahead jobwise
Look to change jobs when appropriate	<input type="checkbox"/>	<input type="checkbox"/>	Tend to stay too long in jobs
Develop own professional library	<input type="checkbox"/>	<input type="checkbox"/>	Do not develop own professional library
Spend own money to advance career	<input type="checkbox"/>	<input type="checkbox"/>	Do not spend to advance career
Delegate effectively	<input type="checkbox"/>	<input type="checkbox"/>	Delegate too little early; too much late
Subscribe to USGA Turf Advisory Service	<input type="checkbox"/>	<input type="checkbox"/>	Hesitate to invite UGSA TAS
Develop tight budgets	<input type="checkbox"/>	<input type="checkbox"/>	Egos tend to drive budget growth
Consistently hire well	<input type="checkbox"/>	<input type="checkbox"/>	Do not always hire well
Read because readers become leaders	<input type="checkbox"/>	<input type="checkbox"/>	Read little
Write because they have something to say ?	<input type="checkbox"/>	<input type="checkbox"/>	Do not write
Sensitive to crew welfare	<input type="checkbox"/>	<input type="checkbox"/>	Less sensitive to crew welfare
Assistants find quality jobs	<input type="checkbox"/>	<input type="checkbox"/>	Assistants left on their own
Develop effective crew training libraries	<input type="checkbox"/>	<input type="checkbox"/>	Lack commitment to training libraries
Crews dress crisply / often wear uniforms	<input type="checkbox"/>	<input type="checkbox"/>	Crew dress not a priority
Job descriptions permeate work force	<input type="checkbox"/>	<input type="checkbox"/>	Few job descriptions available
Take pride in record-keeping	<input type="checkbox"/>	<input type="checkbox"/>	Record-keeping a burden and sketchy
Computer dedicated	<input type="checkbox"/>	<input type="checkbox"/>	Computers not essential
Generally, work 40-hour week	<input type="checkbox"/>	<input type="checkbox"/>	Work 60-plus hour week / workaholic
Shun pure c.e.o. role	<input type="checkbox"/>	<input type="checkbox"/>	Overplay c.e.o. role
Use free time and off-season effectively	<input type="checkbox"/>	<input type="checkbox"/>	Generally, waste free time and off-season
Do not bring work home	<input type="checkbox"/>	<input type="checkbox"/>	Generally, bring work home
See less stress and manage it well	<input type="checkbox"/>	<input type="checkbox"/>	See more stress and do not manage it well
Take vacations during season	<input type="checkbox"/>	<input type="checkbox"/>	Few take vacations during season
Spouse included in career planning	<input type="checkbox"/>	<input type="checkbox"/>	Spouse rarely included in career planning
Balance life well / lower divorce rate	<input type="checkbox"/>	<input type="checkbox"/>	Do not balance life / higher divorce rate
Good model for their children	<input type="checkbox"/>	<input type="checkbox"/>	Ineffective/bad model for their children
Clean office and maintenance facility	<input type="checkbox"/>	<input type="checkbox"/>	Sloppy office and maintenance facility
Dress appropriately	<input type="checkbox"/>	<input type="checkbox"/>	Dress down too often
Continue education through career	<input type="checkbox"/>	<input type="checkbox"/>	Do not continue education
Reject glass ceiling job concept	<input type="checkbox"/>	<input type="checkbox"/>	Default into glass ceiling jobs later in career
Remain vital in job	<input type="checkbox"/>	<input type="checkbox"/>	Get bored in job
Invited to more planning meetings	<input type="checkbox"/>	<input type="checkbox"/>	Invited to few planning meetings
Play/report minimum 20 rounds a year	<input type="checkbox"/>	<input type="checkbox"/>	Play less golf / tend to ignore handicap
Always Rules of Golf conscious	<input type="checkbox"/>	<input type="checkbox"/>	Less Rules of Golf sensitive
See job on "team" and "we" basis	<input type="checkbox"/>	<input type="checkbox"/>	Primarily see job on "I" and "me" basis
Able to see the big picture	<input type="checkbox"/>	<input type="checkbox"/>	See the trees, but often not the forest
Earn reputations for good greens	<input type="checkbox"/>	<input type="checkbox"/>	Green quality is often a concern
Seek written contracts	<input type="checkbox"/>	<input type="checkbox"/>	Generally, avoid issue of written contracts
Appreciate career quality of life	<input type="checkbox"/>	<input type="checkbox"/>	Tend to complain about rigors of job
Pioneering use of career Web sites	<input type="checkbox"/>	<input type="checkbox"/>	Years away from considering career Web sites
Feel job secure / hold jobs	<input type="checkbox"/>	<input type="checkbox"/>	Not job secure / lose jobs unnecessarily