LOVE THY MEMBERS. Treat every member the same. It's probably okay to become friendly with your employers, even have off-course relationships with people you've worked for over many years.

However, always keep your eyes and ears open for signs that the end is near:

- An eerie silence befalls the golf course and the friendly associations stop.
- You're no longer asked to attend board meetings, or your assistant is asked to join you.
- You sit alone in the grill-room.
- You begin hearing about minor issues regarding the course even from your most ardent supporters.
- Even your “friends” begin looking for second opinions.

SPECIAL PROJECTS. Arguably the greatest attribute of a superintendent is a never-say-die attitude. You should be trying to accomplish as much as possible with unrelenting enthusiasm.

However, be wary when the club, owner, or management group begins asking you to take on projects that don't fall within your area of expertise, jobs like resurfacing the parking lot, redecking the patio around the pool, re-fencing around the tennis courts, repairing the clubhouse roof, even undertaking significant tree removal. These tasks will take you away from the golf course, and if course conditions decline, so will your job security.

Tom Landry, the legendary former Dallas Cowboys coach, said to me that being a successful football coach is just like being a successful golf course superintendent. In both cases, "you're only as good as your last day."

Want to get fired? Ignore what your membership is thinking about you. Instead, be smart and you'll be the one deciding when that last day comes. GCI

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