

Introducing:

Bill Zeglin

Age: 31

Course: Raven GC at Sabino Springs, Tucson, Ariz.

Title: Superintendent

Education: Bachelor of science in agronomy from Texas A&M University

Mentors: Bob Clarkson, superintendent at the Roaring Fork GC in Basalt, Colo.; Mike Stem, corporate agronomist at Raven GC.

What inspired you to be a superintendent?

I've always wanted to be a superintendent. I love being outdoors. When I was growing up, I took care of people's yards, and I love the game of golf. It all came together for me, and I wouldn't want to do anything else in the world.

What makes you a leader?

I lead by example. I also have a passion for what I do, and I try to instill that passion in other people.

Where do you see yourself in 10 years?

I want to be a superintendent at a multicourse facility that hosts a PGA event.

What do you eat for breakfast?

Bacon, eggs and toast.

Zeglin was nominated by Alyn K. Stanton, general manager and head professional at the club.

"Bill is a well-rounded individual," Stanton says. "His management style can be best described as listen well, respond appropriately and lead by example. He views his fellow superintendents not as competitors but as friends who are valuable resources."

Joseph Thomas Boe

Age: 31

Course: Coral Oaks GC, Cape Coral, Fla.

Title: Superintendent

Education: Associate degree from Lake City Community College in Lake City, Fla.

Mentors: Thomas Boe, father ("He taught me how to manage people. He treated everyone great."); Mark Hampton, superintendent at Bonita Bay CC in Bonita Springs, Fla.

What inspired you to become a superintendent?

The first sunrise I saw on a golf course. The trees, the birds and the animals. You're not stuck in an office. You can work outside and be in touch with nature.

What makes you a leader?

I surround myself with good people. They make me a good leader. I just let them do their thing and support them.

Where do you see yourself in 10 years?

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Wise Guys

Golf maintenance's mentors know
what it takes to be a consummate leader

By Larry Aylward, Managing Editor

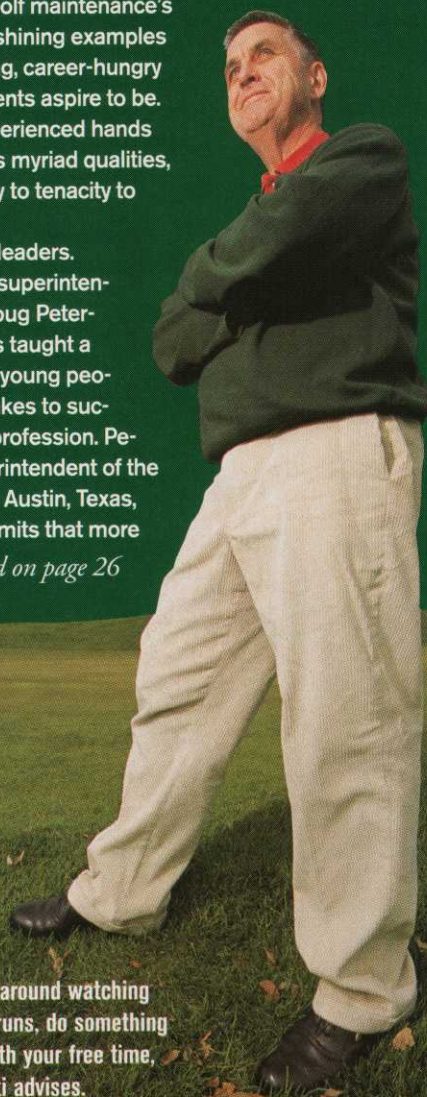
They are golf maintenance's gurus — shining examples of what young, career-hungry superintendents aspire to be. They are experienced hands who possess myriad qualities, from honesty to tenacity to humility.

They are leaders.

They are superintendents like Doug Petersan, who has taught a multitude of young people what it takes to succeed in the profession. Petersan, superintendent of the Austin GC in Austin, Texas, modestly admits that more

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Don't just sit around watching "Seinfeld" reruns, do something productive with your free time, Peter Salinetti advises.



WILL WALDRON

What Is a Leader?

"A person who has the ability to get other people to do what they don't want to do and like it."

—Harry S. Truman, former U.S. president

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than 20 of his apprentices graduated from assistants to head superintendents during his 35-year career.

While Petersan and other seasoned superintendents admit there are no secrets to being vanguards in the profession, they offer guidance to young superintendents who want to be consummate leaders. They lead by example, starting with their unassuming demeanor. Petersan, who started working on a golf course when he was a student at the University of Nebraska in the mid-1960s, attributes his success to his employees.

"I try to surround myself with people I think will be successful," he says. "So if I'm successful, that's why."

It's more than that, of course. While Petersan praises others, he admits he looks for employees capable of thinking on their own — a vital attribute of being a leader, he says.

"My mom was a school teacher for 50 years," Petersan explains. "She said, 'I don't care if these kids learn anything, but I want to teach them how to think.'"

Her logic influenced her son. "If I can teach them how to think," Petersan says of his assistants, "then they can learn."

Bill Spence, superintendent of The Country Club at Brookline, Mass., and a 25-year veteran, also prefers hiring scholarly types as assistants. Besides keeping him sharp, Spence is confident they will move on to bigger things.

"I want to hire people on the way up who want my job," he says. "They keep me young."

It's essential to be an excellent communicator if you want to be a leader, says Paul R. Latshaw, superintendent of Winged Foot CC in Mamaroneck, N.Y. "You must be proficient in agronomics, but to survive in this day you must be a people person," says Latshaw, a 35-year veteran.

Latshaw, who has worked at Augusta National GC and Congressional CC among other courses in his career, says

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Right here. I've found a home here. I love the layout of the golf course and working in Cape Coral.

What do you drive?

A Nissan pickup truck. It's an old beater, but I drive my wife's Mitsubishi Montero Sport SUV on the weekend.

Boe was nominated by his wife, Steff.

"Joe has demonstrated the leadership qualities you have described in a professional and soft-spoken manner," she says. "Since he became superintendent at Coral Oaks in 1995, he has gone above and beyond the call of duty to help advance the game of golf and the image of a superintendent."

Brian Bossert, CGCS

Age: 35

Course: Bryn Mawr CC, Lincolnwood, Ill.

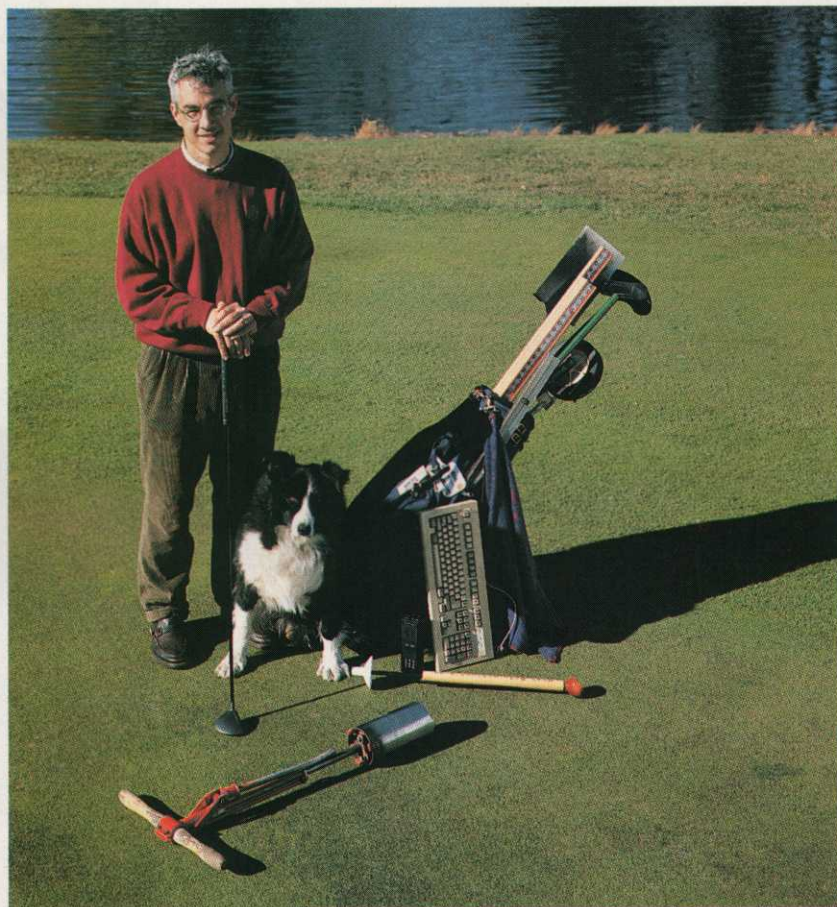
Title: Superintendent

Education: Associate degree from Danville-area Community College in Danville, Ill.

Mentors: Danny Quast, grounds manager of Medinah CC in Chicago; Peter Wilson, superintendent of Seattle CC in Seattle; Mike Sauls, superintendent of Butler National in Oak Brook, Ill.; Dennis Buck, superintendent of Dwight CC in Dwight, Ill.

What inspired you to become a superintendent?

I grew up playing golf almost every day from the time I was about 10 years old. I worked in the pro shop before I was old enough to work on the grounds committee, but I saw how much fun it was to work outside. At the end of the day, when you're a superintendent, you can look back and see progress and a job well done. Also, my father, who is a farmer,



BILL FICHT

What Is a Leader?

"A person who has tastes like mine, but in greater power."

— *Ralph Waldo Emerson, American author*

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he has heard horror stories about superintendents bickering with course pros and general managers. Being a leader means trying to get along with a nemesis, he says. "You have to get along with people and treat them fairly," Latshaw says. "Then everything else just flows."

Superintendents will also gain respect from their peers by being honest, another essential leadership attribute, Spence says. If a green turns brown because you cut it too short, don't try to conceal your mistake, Spence advises.

"I learned at an early age that if you screw up, get on the horn and call your boss to tell him," Spence says. "You're better off being honest."

More than growing grass

Twenty years ago, superintendents were judged solely by the quality of their golf courses. If the courses were verdant and tidy and featured carpet-like greens, then superintendents were viewed as leaders in their field, says Stan Zontek, USGA's Mid-Atlantic regional director, who has worked with numerous superintendents in his 29-year career.

That hasn't changed, Zontek notes, but a superintendent's ability to grow grass is simply *expected* today. If they want to be regarded as leaders, superintendents must master a variety of activities away from the course — such as implementing internship programs at their courses, being active in association boards, writing articles for trade magazines and newsletters, becoming champions for environmental preservation and volunteering in their communities.

Even though growing grass is a given, it had better be the best golf course grass in the area, Zontek notes. For instance, a successful superintendent had better be apt at mowing his or her greens at one-eighth of an inch.

"Golfers play a lot of different courses, and they compare them," Zontek

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Amos-Stock was nominated by Gordon Witteveen, former superintendent at the Board of Trade CC in Woodbridge, Ontario.

"Natalie is a very good superintendent with a bright future," Witteveen says.

Allan H. Pulaski

Age: 31

Course: The Landings Club, Savannah, Ga.

Title: Director of golf and grounds maintenance



Education: Associate degree in agronomy from Horry-Georgetown Technical College in South Carolina.

Mentors: George Frye Jr., superintendent at the Ocean Course at Kiawah Island, S.C.; Carl Schwartzkops, instructor at Horry-Georgetown Technical College; Patrick O'Brien, southeastern director for the USGA.

What inspired you to become a superintendent?

I have a lot of respect for the game of golf and its tradition. It's what I grew up learning. My father was a superintendent. He picked me up every day from school and took me to the golf course. I had the choice to either play golf or work on the course.

What makes you a leader?

I have the ability to communicate and relate to several different personalities — be it members, employees or peers.

Where do you see yourself in 10 years?

I'll either be continuing my profession as a superintendent, which has been rewarding as can be, or I'll be a consultant on the renovation of existing golf courses.

What's your favorite sports movie?

"For Love of the Game," starring Kevin Costner. It touches on all aspects of life, including tradition and being focused. It's realistic.

Pulaski was nominated by himself.

"I feel fortunate to be where I am today, but I also recognize and believe that it takes hard work and dedication from not only yourself, but from employers, employees and family," Pulaski says.

Tom Leahy

Age: 32

Course: Sleepy Hollow CC, Scarborough, N.Y.

Title: Superintendent

Education: Bachelor of arts in anthropology from Hartwick College in Oneonta, N.Y.; associate's degree in turf-grass management from Delhi College in Delhi, N.Y.

Mentors: Joe Camberato, former superintendent at Sleepy Hollow CC; Barry Marcewicz, owner of Woodhaven GC in Oneonta, N.Y.

What inspired you to become a superintendent?

I like that there's a certain amount of regimen to the job, as well as a certain amount of thinking on your feet. I enjoy being on the golf course at all times of the day, but it's especially great to be out the first thing in the morning and the last thing at night when you can take a drive and better appreciate the architecture of the course.

What makes you a leader?

The biggest thing to me is to be fair. We have a crew of 216 people, and I want to be fair and consistent with them.

Where do you see yourself in 10 years?

I'd like to be here and see this course
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What Is a Leader?

"The final test of a leader is that he leaves behind in other men the conviction and the will to carry on."

— Walter Lippmann, an early 20th century American journalist

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says. "And they say, 'Why can't we be like Pine Valley GC?'"

Which brings to mind another leadership component: If you're going to be a leader, you had better have skin as thick as a hammerhead shark. The pressure on superintendents to keep their courses Augusta-like has never been more intense.

Spence recalls the days when golfers didn't complain if a green got cooked in the sizzling, summer sun. Nowadays, golfers won't stand for such flaws.

"Superintendents lose jobs over that kind of stuff," Spence says, "and that creates a different working environment."

Ask Danny Quast about enduring criticism. Last August, pro golfer Lee Janzen indirectly ripped Quast for not having the greens in good condition for the PGA Championship at Medinah CC, where Quast is grounds manager. Quast could have taken Janzen to task and asked him to try growing grass during a sweltering Chicago summer with triple-digit heat indexes. But the scrupulous Quast, a superintendent for 30 years, would only say he was doing the best job he could.

"You have to expect that," Quast says

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Danny Quast: "I can't control what people say or think."

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through the master plan which we have under way.

What's your favorite television show?

I watch a lot of football, but I really like watching the Yankees during the baseball season.

Leahy was nominated by Paul Gursky and Matthew Dutremble, assistant superintendents, and Andrew Stevens, a summer intern.

"I learn from him every day," Gursky says. "His methodical approach to situations on and off the golf course is something I hope to take with me when I become a superintendent."

Trent Inman

Age: 25

Course: Royce Brook GC, Somerville, N.J.

Title: Superintendent

Education: Bachelor's degree in agronomy from Purdue University in West Lafayette, Ind.

Mentors: Steve Glossinger, CGCS at Caves Valley GC in Owings Mills, Md.; Ryan Fisher, superintendent at Coffin GC in Indianapolis.

What inspired you to become a superintendent?

I had success playing golf when I was younger, but there was always someone better than me. I wanted to find an avenue in the sport where I could excel. I've been working on golf courses for 10 years. I don't know how to do anything else.

What makes you a leader?

I started at the bottom. I know what it takes to do every menial task on a golf course. You have to have been there to get employees to respect you.

Where do you see yourself in 10 years?

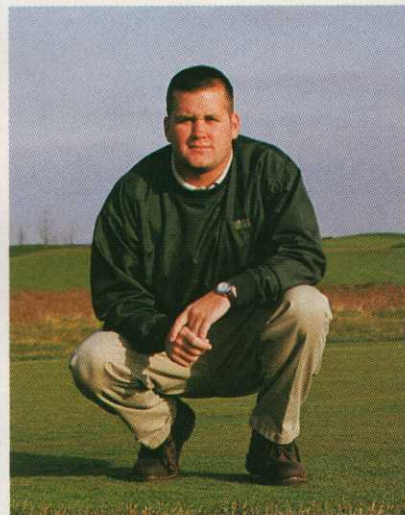
I would love the pressure of being the superintendent of a golf course that hosts a Major.

What's your favorite computer game?

I don't have one. I'm too busy playing outside.

Inman was nominated by William Troyanoski, golf pro at Royce Brook.

"What impresses me most about Trent is his interest in learning and his desire



to teach," Troyanoski says. "These are the professional character traits I believe all great leaders possess."

Anthony Girardi, CGCS

Age: 31

Course: Rockrimmon CC, Stamford, Conn.

Title: Superintendent

Education: Bachelor of science in turfgrass management from Rhode Island College in Providence, R.I.

Mentors: Larry Pakkala, CGCS at Woodway CC in Darien, Conn; Timothy O'Neill, CGCS at Country Club of Darien in Darien, Conn.

What inspired you to become a superintendent?

I grew up working in a family-owned nursery and landscape business. I was also an avid golfer. I decided to pursue the superintendent profession while in college. I work at a high-end private country club. It has been a lot of

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What Is a Leader?

"I suppose leadership at one time meant muscles. But today, it means getting along with people."

— Indira Gandhi, former prime minister of India

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of the incident. "I can't control what people say or think."

While Quast is admired for his judiciousness, his experience is an example of the duress that more superintendents must deal with today. Peter Salinetti, CGCS and general manager for Schuyler Meadows Club in Loudonville, N.Y., says overseeing a course is like managing a professional sports team.

"There's tremendous pressure," he says, adding that growing grass was more fun 30 years ago when golfers better appreciated well-maintained courses. "Now golfers ask us, 'What have you done for me today and how much faster can we be than 10.5 on a Stimpmeter?'"

It's a business

If you want to be a strong leader, you had better possess good business sense, veterans say. More than ever, golf is a business as competitive as the rivaling computer geeks in Silicon Valley. The bottom line is the bottom line: Courses are out to make money, and they don't dare lose golfers to the club down the street.

Spence advises young superintendents to treat golf as a business, not just a game. "Your employer is going to treat it as a business and treat you as a young businessperson," Spence says. "You must reciprocate."

Zontek says being a superintendent today is like being a small-business owner. "It's not unusual for an 18-hole golf course to have a budget from \$500,000 to \$1 million," he notes.

While there's more pressure, there are more rewards, Zontek notes, as in premium jobs with great pay. Some superintendents are courted like star athletes, such as Bruce Williams, who signed a five-year contract and received a \$25,000 signing bonus when he joined the Los Angeles CC about three years ago. Williams knew the LACC brass wanted him, so he listed his demands.

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phases of golf course operations, management style and commitment to environmental stewardship as leadership attributes.

Scott Pike

Age: 28

Course: Westwood CC, Rocky River, Ohio

Title: Assistant superintendent

Education: Bachelor of science degree in agronomy/turf management from The Ohio State University in Columbus, Ohio.

Mentor: Joseph Baidy, director of golf courses and grounds for Turning Stone Casino Resort in Verona, N.Y.

What inspired you to become a superintendent?

I've always loved golf, and I've been working on courses since I was 16. I originally went to college to study golf course design, but I discovered that you have to know how to take care of a course if you want to design one. That's when I fell in love with the field, and I've been in it ever since.

What makes you a leader?

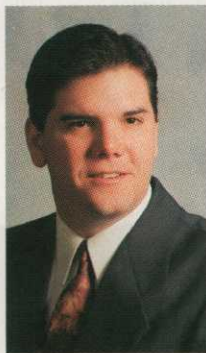
I'm a person that can listen. I'm also a good motivator. I can also adjust to situations when they don't go my way.

Where do you see yourself in 10 years?

I'd love to become a superintendent and a CGCS.

What's your favorite classic movie?

"Caddyshack." We get stressed out about our profession, and this movie can bring us back down to reality by putting



our profession in a different light.

Pike was nominated by Baidy.

"Scott is a dedicated, competent and sincere individual and a credit to the golf course profession," Baidy says.

John Szklinski

Age: 35

Course: Southern Hills CC, Tulsa, Okla.

Title: Superintendent

Education: Bachelor's degree in turfgrass management from Penn State University in State College, Pa.

Mentors: Richard Szklinski, father; Armen Suny, former superintendent of Castle Pines GC in Castle Rock, Colo., and now general manager of Shadow Creek GC in Las Vegas; Ed Miller, former superintendent of Desert Forest GC in Carefree, Ariz., who's now developing an 18-hole course in San Antonio; Joseph Duich, professor emeritus at Penn State.

What inspired you to become a superintendent?

I grew up on an 18-hole course in State College, Pa. I enjoyed the work and science involved with turfgrass management. I enjoy trying to grow the best grass and producing a high-quality product.

What makes you a leader?

Honesty; strong communications skills; leading by example.

Where do you see yourself in 10 years?

I don't know if I can answer that. I feel fortunate and delighted to be where I'm at now. I don't know where I'll be in 10 years, but I'll still be in this industry.



What Is a Leader?

"Reason and calm judgment, the qualities specially belonging to a leader."

— Tacitus, Roman historian and orator

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Young superintendents are also advised to obtain college degrees, their peers say. "I encourage people who work for me to get four-year degrees," Petersan says.

Twenty-five years ago, a person could obtain a two-year degree and immediately get a superintendent's job. Today, a four-year degree will get most young people assistant jobs.

Spence says his three assistants each have six years of college and strong scientific backgrounds. "It's not unusual for someone to come out of college and be a first assistant for five to 10 years," he adds.

While college is vital, it's also important for young superintendents to know golf's history and tradition, Spence and Petersan say.

And it's important they learn more on their own to be better positioned for the future, Salinetti says. For instance, they would be smart to enroll in business courses at their local colleges. Salinetti studied the financials of golf as a young superintendent and was named general manager of his club 15 years ago.

"Just don't go home from work and watch 'Seinfeld' reruns," he advises. "Do something productive with your free time."

You must have a passion, concurs Bob Graunke, CGCS of Tidewater GC & Plantation in North Myrtle Beach and a superintendent for more than 30 years.

"You can't do it halfway because you won't last," he says. "You might hang on for a few years, but you won't make the cut unless you have a feeling for nature and a love of the outdoors."

The gurus are impressed with the leadership skills of today's young superintendents. "They are hard-working, high-quality individuals," Petersan says. "I'm encouraged with our future."

Salinetti is also impressed — and intimidated — by today's young superintendents. "They are so well educated and prepared that I wouldn't want to go up against them looking for a new job." ■

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Bill Bianowicz, who I worked under at Litchfield CC. I've also been interested in golf for a long time. I grew up close to Hershey CC in Hershey, Pa. I also did an internship at Pine Valley GC in New Jersey. The greatest part of being a superintendent is working outside. I also like the multifaceted nature of the job — being able to do six things at once.

What makes you a leader?

My ability to work with people and understand them and their varying needs.

Where do you see yourself in 10 years?

I want to be at a place where they want a good golf course and where people appreciate it. I don't want to be at a place where money is the bottom line.

What's your favorite fast-food restaurant?

McDonald's, because my young daughter likes the Happy Meal.

Curry was nominated by himself.

"I take pride in the kids I've helped, and I try to do everything I can to follow up with their progress," he says.

Michael Sosik

Age: 33

Course: Middleton GC, Middleton, Mass.

Title: Superintendent

Education: Associate's degree in turf management from Essex Agricultural and Technical Institute in Danvers, Mass.

Mentors: Jim Wilson, high school carpentry teacher; Jim Passios, facility manager at Middleton GC.

What inspired you to become a superintendent?

I love golf, and I knew I wanted to work in the industry. I was most interested in the turf side. As it turns out, I love it.

What makes you a leader?

The ability to get along with my employees. You should treat your employees the way you want to be treated. Also,

the most important part of leadership is leading by example. If you can't show people how to do something, you can't expect them to do it for you.

Where do you see yourself in 10 years?

I would like to be at a high-end course, a private and more elite club where I can better showcase my skills.

Will the Boston Red Sox ever win a World Series again?

I'm an avid fan, and someday they will win it. But at this point, I would never bet it will be in my lifetime.

Sosik was nominated by Steven Brochu, assistant superintendent, and Linda Lacroix, office manager.

"Mike has taught me more in the two-plus years I've worked here than I learned in four years of college," Brochu says. "Mike comes up with solutions to problems before most people have realized there's a problem. In my opinion, and in the opinion of management and most every golfer, the course has never looked so good." ■



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