

Goal-Setting

By JAKE RYAN

Assistant Superintendent, Northland Country Club



Goal-setting has become widely used in organizations as a management tool for assessment. A company's mission statement serves as framework to evaluate current activities and express those goals. To be an effective organization it is a manager's job to meet those goals. Therefore, the chief purpose of using goal-setting as a management tool is to point out the purpose. Making the goals of the organization intended and expected in the direction towards the existing purpose.

Goals can improve the motivation of employees too. Besides abilities, the motivation of employees is a necessary part to influence their performance. There is no doubt that the success of a golf course is directly related to the performance of employees.

Here are a couple important considerations: How employees view their role in achieving a goal is very important. Employees will have a sense of ownership by setting and understanding the goals. To

set a clear goal with the employees, letting them know exactly what is expected from them and what is attainable, will give them emotional support because they have a purpose to focus on. Then they will encourage themselves to work effectively to achieve the purpose. The motivation of the employees is therefore improved and causes a better performance. The golf course will probably become more organized as the result of the higher level of the employees' performance.

Another consideration is that to make clear goals can lead to a sense of ownership for the employee. Because of the deep understanding of the golf course's goals and existing purpose, the employee will have a positive sense that they are important to the course and treat the course as their "own" course. Therefore they will have a strong will to make the course more organized. This can also lead to the improvement of the motivation and performance of employees. Setting goals

at the golf course provides measurement for performance.

Measurement is particularly important in the development of the course. If the manager is not able to measure the assessment standard of the course, there cannot be any continuous improvement. Goals are the future state that the golf course is willing to attain, so it is an appropriate measurement for determining the level of performance and whether it is acceptable or not. Compare the desired standard to the actual performance. The "desired standard of performance" is the goal. Knowing what the level of performance is by comparing the desired goal is not only for measurement, but also for the improvement of the course. If the outcome is above the goals, the performance can be believed to be acceptable, so the manager can find out the advantage and strengthen

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it. Conversely, if the outcome is below the standard of goals, the performance is probably not acceptable and burdens should be removed. Goal-setting can provide direction to the employees.

When employees work with a sense of direction, it means important outcomes have their focused attention. When employees know a particular goal is important to accomplish, they will concentrate on it, prioritize their effort better and spend more time to achieve this goal first. It is a waste of employee energy and the resources of the course if they don't have a direction. Setting goals is a good way to prevent this kind of waste because it provides a guide for the employee to put into action. It means employees will acquaint themselves with the main work and improve the course by following the guides provided by the goal. It enables the employee to make the best use of their ability in the correct direction towards the goal. The course will possibly be more profitable with the appropriate division of resources and energy. The course then benefits from goal-setting.

There are problems with goal-setting that should not be neglected. If goals are set to be unreasonably difficult, employees will be overloaded with work and the morale of them will be low because of the continuous failure for achieving too difficult goals. As a consequence, they will think that they provided an unacceptable performance for the previous work and will have no confidence to take any risk or be creative in the next task. The work quality will be low and the golf course's organization will be decreased as a result.

Always keep in mind that if goals are too easy to reach, employees may feel relaxed and not try their best to attain the goal because the degree of the goal difficulty is not challenging enough to stimulate them. They will be satisfied with the achievement of easy goals, so they will not take any risk or be creative for the improvement of the golf course. Therefore, both difficult and easy goals may damage inherent motivation of the employee and lead to unacceptable performance. The goal should be challenging but not unreasonably difficult.

The fact is that the standard of goal difficulty is not easy to control. If it is not appropriate, the goal-setting as a management tool could make golf courses poor because it could decrease the intrinsic motivation and morale of employees.

A person might think goal-setting to be against the continuous improvement of the golf course. It means goals give the employee a feeling that it is the final and acceptable level of purpose, so no more improvement is needed after achieving the goal. The employee may stop continuously making efforts for the goals, and the performance will consequently go below the goal again. Then goals make the improvement of the course difficult to attain. Sometimes goal-setting seems to beat the process of improvement into pieces.

There is a goal in every single task. Employees might focus too much on every particular pieces of the task and forget that they should go ahead and move to the next step. They try hard to reach the goal first, after that they relax and decrease the level of their performance, and then try to achieve the same goal over and over again. This will cause an inefficient golf course, in other words, there will be no or very slow improvement for the course.

On the other hand, with acceptable achievement for the previous goal, employees need extra motivation to move on to the next goal. For instance, rewards should be given to employees to encourage them make continuous improvement. Providing an employee with lunch or dinner on a late day can be effective. The

opportunity for the employee to work for a bonus is another option. Hence, in order to avoid an obstacle caused by goal-setting, the course may spend more on rewards or increase salary for maintaining the continuous improvement.

In the end, there can be problems surrounding goals, but goal-setting is an essential and effective tool for management. Setting goals can improve the motivation of employees, and lead to a higher level of performance and more effective organization for the golf course. Goals provide measurement for performance. The level of acceptable performance can be defined by goals, so improvement of the organization can be made based on the measurable evaluation of performance.

Goal-setting provides a sense of direction for the organization. It reduces a golf course's expenses because employees prioritize their effort better in the correct direction toward the goal. The problems of goal-setting should not be neglected though. Because of the inappropriate degree of goal difficulty, the intrinsic motivation and morale of employees could be decreased. Even so it does not mean that this weakness of goal-setting will cause ineffectiveness.

The intrinsic motivation does not equal the whole performance. There are other factors, such as rewards, that may affect performance more than the intrinsic motivation. This problem is easily solved if capable. A realistic and challenging goal should be carefully established for the employee in order to make the best use of the goal-setting as management tool.

Though goals may slow down the continuous improvement and cost more on rewards to the employee, the improvement of the golf course cannot exist without the sense of direction and the evaluation of the performance. These are both provided by goal-setting. Goal-setting is extremely important and necessary as a management tool for organization.



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