

Mid-Atlantic Association of Golf Course Superintendents NEWSLETTER

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From the Golf World

The National Golf Foundation has come up with a profile of the typical American golfer: he is 48 years old, shoots an average score of 87, lives in a household with an average income of \$37,000 a year, and spends over \$500 a year on green fees and golf equipment. The NGF did not say whether or not he fixes ball marks and replaces divots, but odds are that he doesn't.

The GCSAA plans extensive media coverage of the U.S. Open to be played June 14-17 at Winged Foot Golf Club in Mamaroneck, N.Y. *Golf Course Management* reporters will follow superintendent Sherwood Moore and his staff as they prepare and maintain the course, and the June issue of the magazine will be devoted almost entirely to the Open, including a foldout cover photo of Winged Foot. And how would you like to have a gang with pencils and notepads watching your every move during a week like that?

The new director of regional affairs for the United States Golf Association is a Scotsman, Eric Shiel, who has succeeded Jeff Rivard, the new executive director of the Golf Association of Michigan. He will be responsible for relations with state, district, and regional golf associations, membership administration, and supervision of a staff of three regional managers with offices in Chicago, Pebble Beach, and Atlanta.

The local tournament scene is beginning to heat up. The Maryland State Team Championship has been completed, and the Northern Section,

RECOMMENDED READING: THE ONE-MINUTE MANAGER

by Ken Ingram, Superintendent
Columbia Country Club

Currently a national bestseller, *The One-Minute Manager* has a number of important applications for all golf course superintendents. In our extremely labor-intensive field, where as much as 70% of our budgets is devoted to labor expenses, proper management of people should outweigh the turf, pest, and water management efforts that consume so much of our time. One point that this book makes over and over is that people who feel good about themselves produce better results. To achieve that goal, it sets forth a new management style consisting of three "secrets" — One-Minute Goal Setting, One-Minute Praising, and One-Minute Reprimands.

Goal setting is not new to managerial style, and we all know the importance of knowing where we are going and when we should be there. *The One-Minute Manager* suggests that you list all your goals in 250 words or less, on separate sheets for you and for your employees. In this way, you can check occasionally and know in one minute or less if you and they are on track. You should also be able to discuss problem areas with employees and try to get them to answer their own questions.

One-Minute Praising offers radical changes. How many times have you patrolled the course looking for someone doing something wrong? Try doing the opposite. Look for someone doing a job right and praise him for it. Make sure that you tell people what it was they did right and how important it was to the club. Stop for a moment of silence to let them see how good you feel and then shake hands or pat them on the back to show your support. It only takes a minute.

The One-Minute Reprimand does away with controversial annual performance reviews. Reprimand people immediately, be specific, and reaffirm that you like them but not their performance in this particular situation. Be sure to stop for a moment of uncomfortable silence to let it sink in, and then depart with a handshake or pat on the back. When it's over, it's over, in a minute or less.

The benefit of adopting the One-Minute Manager's style is that proper personnel management actually takes less, not more, of our time, demands on which add to the stress factor. Unfortunately, *The One-Minute Manager*, like most current expositions of motivational and managerial theory, seems to have more application to a white collar environment. Managing blue collar labor is different and often more difficult; it's getting a common man to do an uncommonly good job, and it's one reason our field is so distinctive.



Virginia State Golf Association team matches get underway April 28. The Washington Metropolitan Golf Association kicks off its 1984 schedule on April 30 with the annual Steinem/Lawrenson tournament at Hobbits Glen. U.S. Open local qualifying will be held on Monday, May 21, at Montgomery Village and Norbeck (they play 18 holes at each course), and the second annual Metropolitan Men's Public Links Championship will be staged at Reston South on June 7-10.

All area clubs belonging to the WMGA have now been given their "Strokes Received" charts which indicate how many more or less strokes of handicap a player will receive when he plays that course, depending on its relative difficulty. Handicaps are being figured as if all scores were made at a course with a "Slope" of 113, the average Slope, and with each course

having its own chart based on its new course rating and Slope, the player's handicap is then adjusted to the course he is playing (including his own, if its Slope is higher or lower than 113). The idea is to make handicaps "portable," since it is obvious that the degree of difficulty of golf courses can vary a great deal. The idea is still regarded by the USGA as experimental, but the initial results of adopting the Slope system in Colorado, which re-rated all its courses in 1982, have been excellent, and golfers there have hailed the new system as the fairest yet. To date, eight associations have been approved for activating the Slope system this year, and the 43-club WMGA, most of whose superintendents are active in the MAAGCS, is happy to be one of them. It has taken WMGA course rating teams nearly 18 months to complete their job and make the system operable.