People - your personnel - are the highest dollar item on your sports turf management budget - and the one resource without which absolutely nothing would be accomplished. At the STMA Conference, on Saturday, January 16, 1999, you'll have the opportunity to sharpen your skills in this most important aspect of sports turf management - the people factor.

Come prepared for the give and take of hands-on workshop sessions as counseling psychologist and international management consultant, Dr. Bree A. Hayes, combines the practical and the philosophical aspects of people management. Dr. Hayes is president of The Hayes Group, an Athens, Georgia, based consulting firm, a renowned speaker and author, and consults regularly with turf, landscape and golf organizations. She'll focus on helping you grow your own professional management skills to rally your "team" for the challenges of the new millennium.

In the first session, "Building Teams That Work," Dr. Hayes will address both the chemistry that makes teams function and how teams work for the same goals. She says, "There's a difference between a group and a team. Teams have a common goal. When a number of individuals get on an elevator and begin their ascent, they're a group. If that elevator stops between floors, they become a team with a mutual goal: to get out of that elevator."

Hayes notes that people tend to come together in ways they never knew they could when they cope with a crisis such as a tornado or hurricane. They find strengths and abilities they never knew they had, yet few describe all they do as work. They draw energy from deep within their heart and soul and what they accomplish is very fulfilling.

Hayes' session will show you, as a team leader, how to find those natural strengths and really capitalize on them in such ways that people want to work. The work continued on page 11