



## A Superintendent's Dream (Cont'd)

he played on any given day. He thinks about it and says that I might be right.

10:42 — Run into "Mr. Suggestion Box" on the back nine. He complains that all golfers should repair ball marks on the greens. I tell him that he is the worst offender of anyone who plays on our course and that he better "walk the walk."

11:07 — CFO calls and says monthly financial statements are complete. Maintenance department is right on budget, as usual.

11:33 — Manager calls and asks me to join her for lunch in clubhouse.

11:40 — Chemicals ordered on the Internet are delivered on time, as promised.

Noon — Have enjoyable "working lunch" with manager. She tells me I am doing a great job and hands me a proposed five-year contract extension with a signing bonus and clause detailing terms in case of early termination.

12:30 p.m. — Take 15 minute nap.

12:45 — Give speech to women's golf association. They thank me for the great condition of the course. Chairwoman says the women golfers realize that we do not do all of our maintenance only on ladies day Nirvana.

1:35 — Equipment salesperson calls and asks for appointment to see me - five days later.

2:13 — Finish applying granular fertilizer to entire course. It rains, as predicted, 1 inch immediately after we are finished.

2:17 — Head pro calls and suggests that golf carts be restricted to golf cart paths for the rest of the day because of rainstorm. He adds that he has put on two extra marshals to monitor that the golfers will stay on the paths.

2:37 — Equipment manager reports no equipment breakdowns today.

2:40 — Have thank you party for maintenance staff funded by proceeds from the soda pop machine that they faithfully use in the employee lunchroom. Quite a few of my employees tell me that I am a good boss and person and that they really like working for me. They ask if any of their friends can get jobs.

3:13 — Head pro calls and inquires one week in advance about a proposed 11 a.m. shotgun tournament and asks whether I will have enough time to get everything ready or should we do it at noon instead. Noon it is.

3:22 — Three superintendent pals and I set up monthly golf game at my course for next Monday.

4:04 — Chapter president calls and asks if I want to be the chapter delegate at the next meeting at GCSAA headquarters. You betcha.

5:30 — Green committee meets in maintenance building employee lunchroom and states course is in great shape and to keep up the good work. Adjourns 30 minutes early.

6:30 — Have wonderful dinner with spouse and family at home. Can't wait to get back to work tomorrow. /

Credit: *Divots*, June 2001

## Resolving Conflicts: Prepare for a Tough Conversation

You're about to discuss a delicate issue with a peer or employee and you don't want to blow it.

*Here's how to confront conflict gracefully*

- **Focus on being clear.** Don't worry about how others might react to what you say. Replace worries such as, "I don't want Jim to resent me" with "I want to define the problem in fair terms."

*Remember:* You can't control how others react, so don't try

- **Anticipate and rehearse.** Plan how you'll respond to various scenarios.

*Example.* Know what you'll say or do if the other person becomes defensive, criticizes or cries.

- **See the big picture.** If you're losing sleep over tomorrow's dreaded meeting, maintain perspective. Realize that it's just one day out of many this year — in the wider scope of things, it's not so important.

Adapted from *Difficult Conversations*. Douglas Stone, Bruce Patton and Sheila Heen, Viking Press, (800) 788-6262

Credit: *Communication Briefings*, June, 2001

### Did You Know That.....

On October 10<sup>th</sup> 1932 Mr. F J Wellhouse from the Westinghouse Electric Company gave a presentation on lighting the golf course to our chapter.

The 1<sup>st</sup> Superintendent / Professional Tournament was held at Sunol Valley G.C. in November of 1978 and was won by Paul Dias, CGCS and Brad Lozares of Saratoga C.C.

In 1975 GCSANC policy was established that the outgoing president and their facility would host the Annual Election Meeting.