



Membership

Tracey Maddison, Head of Membership, provides a departmental update

Are you stepping up into a Supervisory or Management type role?

There comes a time in everyone's career when "management" becomes necessary. No matter what anybody tells you there is no magic recipe for managing for the first time.

Why not prepare yourself now for what may be an eventual transition into a supervisory or managerial role, for many this is a natural progression, especially as we grow older. As a member of BIGGA you can now gain access to a range of "How To..." Guides which outline many Human Resource topics.

Which Management Skills Are Important - When?

A common question asked is do supervisors, middle managers and executives need the same leadership and management skills? Well the answer is yes and no!

A useful way to analyse this is to consider a team sports analogy. A successful football team performs as a single unit, with the efforts of individual players blending seamlessly together. With this level of teamwork, the defender can kick a ball into a spot and "know" that his favourite mid-fielder will be in the precise spot - at the exact moment - to collect the pass. Obviously, while this level of teamwork requires a great deal of natural ability, the players must also clearly understand their own roles and the roles of their team mates and how they all fit together.

Not only must each player understand their specialised role, they must also recognise that they need to undertake certain tasks, no matter what position they play, to help the team succeed. A manager needs to understand how various team roles fit together. Management is a team sport that makes similar demands on its players. It is important for a Course Manager to understand how their job fits into the organisational levels and functions of a golf club and to appreciate other managers' contributions.

"How To..." Guides - To help understand and aid performance within your team

1. 'How to Cascade Goals to Teams and Individuals'

Introduction
The formation of goals that set out what a business is aiming to achieve is a key part of business planning. Teams and individuals throughout the organisation need to be briefed about what the goals are and what they should do to help achieve them. This requires a management process to be in place that cascades top level goals down through the organisation.

Definition
A goal describes a measurable outcome or result that needs to be achieved.

1. Cascading goals
Cascading goals means breaking down the organisational goals into a series of smaller goals that describe what each unit or department needs to achieve. These goals are then broken down further until each individual on the unit has their own performance goals. It shows progress throughout the organisation is measurable.

Public goal: To reduce energy by 10% by September 2010

- Manufacturing Team**: To reduce energy consumption of their machines by 2% by June 2010
- Maintenance Team**: To reduce part order quantity and 2 part orders by June 2010
- Energy Team**: To reduce 10 tonnes of greenhouse gas used in the heat reduction by October 2010

In other areas of the organisation, it may be enough to cascade goals down to the team level (e.g. in administration, if individual team members have work together they can be seen together in a feedback). For some it is more appropriate to give individual goals like "How to Develop an Effective System" and "How to Prepare for an Appraisal". What is important is that you get it right for your organisation.

instep

BIGGA now offer members the opportunity to obtain these short, handy guides providing step-by-step assistance on a range of subjects to help to understand team roles.

For example, if you would like to set your team goals as part of the overall strategy for your golf club or sports ground, download the 'How to Cascade Goals to Teams and Individuals' document. Or if you want some advice on holding team briefings then download the 'How to Conduct Team Briefings'.

There are 19 of these guides to help you develop your knowledge and even implement new processes within your workplace. Go and have a look at the other 17 and see which ones can help you, visit www.bigga.org.uk log in to the Members Area and click on 'Member Resources' from the options on the left hand side and topping the list are the guides.

These guides are FREE and accessible to ALL members of BIGGA.

Membership Cards and Photos

If you haven't updated your photograph within the last two-three years please can you send in a new one? You can send it by email to brad@bigga.co.uk

Don't forget to tell us your name and membership number.



Contact Details

Tracey Maddison
traceymaddison@bigga.co.uk

Brad Anderson
brad@bigga.co.uk

Tel: 01347 833800
(option 1 for Membership)

Regional Offices

Scotland & Northern Ireland

Peter Boyd
Tel: 0141 616 3440
Mobile: 07776 242120
pj.boyd@btinternet.com

Northern & Midland

Peter Larter
Tel: 01476 550115
Mobile: 07866 366966
petelar972@aol.com

South East

Clive Osgood
Tel: 01737 819343
Mobile: 07841 948410
cliveosgood@yahoo.co.uk

South West & Wales

Jane Jones
Tel: 01454 270850
Mobile: 07841 948110
janejones1@btconnect.com



Peter Boyd Peter Larter



Clive Osgood Jane Jones

OTHER USEFUL NUMBERS

(Full Members only)

Personal Accident Helpline
02075 603013
Greenkeepers Legal Assistance
0800 177 7891
Greenkeepers Support Services
0800 174 319
Debt Counselling Helpline
0800 174319

BIGGA welcomes the following new members

For more information on new members log in to the Members Area of the BIGGA website

www.bigga.org.uk

Scotland

Stuart Kelly, East
Calvin Cooper, East
Craig Paterson, West
Stuart Leek, West

Northern Region

Antony Hunt, North East
Michael Kelly, North East
Scott Reeves, North West
Philip Iball, North West
Jason Shuker, North West

Midland Region

Stephen Green, Berks/B&O
Paul Longman, Berks/B&O
Justin Sugg, Berks/B&O
Michael Luff, East Midland
Andy Bourne, East Midland
Jack Mayfield, East Midland
Ben Lowery, East of England
Tom Kennedy, Mid Anglia
Oliver Brown, Mid Anglia
Luke Dennis, Midland
Lyndon Day, Midland
Steven Connolly, Midland
Simon Whiteley, Midland
Callum Roberts, Midland

South East Region

Andrew Sheldon, Kent
Ryan Church, London
Stuart Porter, London
Jimmy Butler, Surrey
Gary Weston, Surrey
Daniel Saunders, Sussex
Richard Worsfold, Sussex
Sam Fuller, Sussex

S West/S Wales Region

Brian Stevens,
Devon & Cornwall
Mark Blake, South Coast
Mathew Darby, South West

Overseas

Mathias Lundgren, Sweden