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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 in the unit has their own performance goals. In this way, progress throughout the organisation is measurable.

Profit goal - to reduce waste by 10% across the whole site, by December 20XX

- Manufacturing Team** - To reduce scrap/reject components off CMC machines by 2%, by June 20XX
- Warehouse Team** - To reduce part order deliveries from 21 per month to less than 5, by September 20XX
- Finance Team** - To agree 12 key supplier agreements, which result in a 2% stock reduction, by October 20XX

In some areas of the organisation, it may be enough to cascade goals down to the team level (e.g. in administration or production teams where they work together more as a team than as individuals). For some it is more appropriate to agree individual goals (see 'How to Develop an Appraisal System' and 'How to Prepare for an Appraisal'). What is important is that you get it right for your organisation.

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Recruitment



Assistant Greenkeeper

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In return we offer a competitive salary based on experience and qualifications and a chance to work at a forward thinking, proactive Golf Club.

Please send your CV and covering suitability letter to geoffabridge@tiscali.co.uk or post it to: The Course Manager at Abridge Golf Club.

Closing date for applications is Friday 30th March 2012.

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The successful candidate will be highly motivated with very high standards of work, an eye for detail, flexible and with the ability to work as part of an enthusiastic team.

Suitable candidates will be qualified to minimum NVQ level 2 or equivalent and preferably holding spraying certificates PA1 and PA6a.

A good understanding of general greenkeeping practices and knowledge of health and safety requirements is essential.

Salary is dependent on qualifications and experience.

To apply send your CV, with covering letter by post to Mr Craig Beet, Head Greenkeeper, Stourbridge Golf Club, Worcester Lane, Pedmore, Stourbridge, West Midlands DY8 2RB

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Qualified Greenkeeper

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Salary will be dependant on experience and qualifications.

Please send your application letter & CV to:

Mark Smith, Course Manager, Olton Golf Club, Mirfield Road, Solihull B91 1JH

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Closing date - 31st March



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With 6,000 members located mainly in the UK but also in Europe and worldwide we are the largest greenkeeping association in Europe.

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Closing date for applications is 31st March 2012



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On the Soapbox

A stage on which people within the industry can express their viewpoint

The 'Green Illusion'

Are you familiar with Augusta home of the US Masters, which for many players is the classic example of a perfectly manicured golf course?

Before the season starts at Easter, many northern European golfers dream after seeing 'The Masters' on television, of perfect, manicured greens, which is, unfortunately, far from reality. To think that their own golf course may provide the same opportunities for so called 'perfect playing conditions', causes members to question how their course is being maintained.

This situation can bring the greenkeeper into conflict with the membership. Because the golfers demand something from him that is unsustainable and, yes, unrealistic.

If not resolved such differences can lead to serious conflict. On most newly built courses, *Agrostis* / *Festuca* grasses are chosen for ecological and economic reasons. Because the greenkeeper tries to please the members by providing green, holding surfaces Annual Meadow grass (*Poa Annua*) becomes the dominant grass species after a few years.

This grass is to be found on the greens of most of the golf courses worldwide and dictates the greenkeepers maintenance programme. The result is turf prone to disease as well as having very limited tolerance to stresses such as heat and cold.

The solution to this problem is clear: Anyone who wants green grass usually uses water, fertiliser and chemicals. Now the responsible, straight thinking greenkeeper faces this dilemma: He pleased the members in the short term, but in the long term he let the wrong grasses strengthen. If he follows his conscience about sustainability and its ecological requirements, he will have to make a difficult decision regarding his approach to course management. There is need for more information.

If the greenkeeper does not change the way manages his turf the golfers will soon meet difficult conditions. Soft, green and slow putting surfaces make the game less attractive than firm and not so green surfaces. Such surfaces will not be playable throughout the whole year.

The golfers wish for a good putting surfaces is well known, if the greenkeeper tries to fulfill the idea that a lush green putting surface is good, the quality of the green usually falls by the wayside,



certainly 'green' greens will never provide to faster putting speeds demanded these days. Because of these procedures, the very shallow rooted spring seeding annual meadow grass (*Poa Annua*) is susceptible to disease. On top of that, *Poa Annua* needs multiple chemical applications each year, just to protect this undesirable grass from total failure.

In this situation many golf clubs have to deal with increased costs in addition to the mechanical maintenance and an additional expense for fertilizer, water and chemicals. All this is not in the interest of the members, committees and golf associations at home or abroad.

To break this vicious circle, it needs hard work and targeted use of, for example, hand watering. However, this is only possible by adequately staffed greenkeeping teams, but it is here that spending of money will be saved.

The question remains, what happens if the EU bans chemicals for the golf courses, as the national authorities in Denmark already have done? What lies ahead are probably restrictions on water consumption.

Unfortunately we lack the arguments that might help in the long run. A logical consequence for this problem is for

the Greenkeeper to go back to more sustainable, ecological and economic golf course maintenance.

For the golfer this results in a new color palette, a mix of green, yellow and brown color than green grass, which is usually better as well as a healthy alternative putting surface that the 'Green Illusion' offers.



Norbert Lischka

Norbert Lischka, Master Greenkeeper,
GC Hamburg Falkenstein

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