

**THE BULL SHEET, official publication of the  
MIDWEST ASSOCIATION OF GOLF COURSE  
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**David R. Behrman, CGCS**

**President's Message**

As we approach mid-season I am sure many of you feel as I do. It seems like I have worked an entire season already. In checking around most everyone indicated that they opened their course two or three weeks earlier this season. As a result, mid-season exhaustion may come sooner than you think.

This thought brings to mind the question. How does one avoid overworking oneself and/or his employees? At Deer Creek we recently went through a change in ownership. Along with this change, myself and all my employees were met with the challenges created by expanded job duties, resulting in a noticeable increase in the work load. In order to successfully deal with this situation it was necessary to restructure our chain of command. In doing so a familiar term kept creeping up. It was delegation.

Webster's defines delegate: to entrust authority to a deputy, a representative. Within this definition lies the solution to the problem of overworking. One must learn to trust his subordinates and they must also learn to have trust in their subordinates. In theory this is fine. However, as superintendents most of us are accustomed to directing our employees personally. In order to overcome the pitfalls of overworking, one must also be comfortable with the idea of allowing your assistant to assume the decision-making process in your absence. In turn your assistant must pass this confidence on to his crew. Through the process of trial and error, combined with open discussion concerning the situation, we at Deer Creek have reached an acceptable balance of power. As a result when I take that much needed day or afternoon off I feel more comfortable. Sure you will still wake up at four-thirty feeling restless thinking I know I should be there, but, later in the day when you are enjoying time with your family or you just set the hook you will realize that you have left your course in the hands of individuals that you personally trained and that the course will still be there tomorrow.

In the event that the thought of your assistant making a decision rattles you or that once a year disaster strikes on this given day, look at the bright side. You will fulfill a deep seated human emotion, that of feeling needed.

**David R. Behrman, CGCS**

*David R. Behrman*