



## THE VOICE OF EXPERIENCE

Bob Williams *Retired*

*The following is my observation and review of some of the more notable lifetime attributes common to most of our successful superintendents. (Part of a series)*

- **Education:** Formal schooling. At least two to four years of technical and business training at the university level.
- **Communication:** Writing, public speaking, English, Spanish, Toastmasters and/or Dale Carnegie training.
- **Practical psychology:** Your interpretation of the effect of your interaction with others.
- **Delegation:** Using your key assistants to help carry out and supervise your instructions.
- **Professional associations:** Membership and involvement with board of directors, committees, etc. as a payback.
- **Family:** Time, love, example, involvement, providing, finance and faith.
- **Integrity:** Trustworthiness and honesty above all else.
- **Punctuality:** A lifelong habit, always.
- **Appearance:** Dress for success and to fit the occasion.
- **Internships:** Your duty to the profession and the young interns. Both mentors and interns should use caution in selection. Both must be patient with each other. Better-known clubs and mentors provide an edge on resumes.
- **Visibility:** On the job, be visible and available to converse with the golfers, staff, etc., without interfering.



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