

**By RON ANDREWS Suntree Country Club** 

Florida

Crowfoots

## The Path to Excellence

It's an easy enough question; What makes an outstanding golf course Superintendent? The concept is a common subject of discussion among Superintendents, but the true depths of the inquiry are demonstrated by the frequency with which we ask it of ourselves. Everyone's answers are different and mine are likely no better than your own. However, perhaps my thoughts can throw a little different light on yours so we can grow closer to an answer that is agreeable to everyone.

Our field draws upon the common knowledge of such a vast and varied group of professions, that it is often scary. How can one man stay well versed as a soil scientist, environmentalist, agronomist, entomologist, personnel manager, accountant, salesman, horticulturist, civil engineer, et al. The answer is, you cannot. However, if you're a good student and industrious in your efforts to better your abilities, then you can and must borrow from each of these fields. You borrow that which applies to you, your profession, and your operation. This task, too, is difficult, but not insurmountable. Other individuals and organizations are also collating this information. In fact, the real advantage to participating in professional organizations is the opportunity to share in their resources. The effort an individual puts forth in building his base of knowledge will determine the level of his personal achievement.

If you could find one quality that every excellent turf manager shares, it's his strong decision-making ability. Many tough decisions must be made on a seasonal and daily basis and no one can make good decisions if he is uninformed. When to topdress? How heavy? Do I have enough potash in the program? Should we go with less frequent applications of slow release fertilizers? How to hire ... when to fire? Is Mr. Foreman worthy of a promotion? Do we need an 8% budget? What will be given up if the budget must be cut? Quality

decisions make for quality golf courses.

Accumulating knowledge and making decisions is hard work. Which brings us to another attribute shared by the finest Superintendents, they are industrious, they enjoy their work and they put forth maximum effort. They appreciate these qualities in those they delegate work to.

Finally, the best Superintendents pride themselves on their connections, both private and professional. They belong. They share.

The abilities of the elite of our profession are based upon the wealth of knowledge shared by all of us. It is all but impossible for an individual to transcend the limitations of the professional culture we inherit. When clever individuals pride themselves on their own isolation, we would do well to doubt their cleverness. How much better to work within the culture to raise the base of common knowledge, so that we all may reach for that higher plateau. I doubt the golf course Superintendent exists who cannot gain from allying himself with any of the fine professional turfgrass managers' associations.

