



# West Coast Buccaneers



By: Charles Miller  
Lakewood Country Club

## “Crew Motivation”

The Golf Course Industry has been far behind other businesses in the area of company policies which motivate employees. Key tools in motivating employees such as wages, bonuses, vacation, group insurance and advancement all leave a lot to be desired. This being the case, it is often up to the individual Golf Course Superintendent to initiate and establish policies that will put a desire into his crew to remain in his employ and to do a good job each day.

Policies vary between private and public courses. City owned courses have unions, this usually helps to keep experienced employees but it does not motivate the crew in general.

A lot of private and semi-private clubs have initiated policies to help the Superintendent hire and keep good employees. Still the real key to getting employees to give 120% on the job is largely up to the Superintendent.

The first step in crew motivation is for the Superintendent to have a positive attitude. No one can be a good leader without this. A positive attitude is contagious.

The second step is to treat each crew member equal regardless of their job assignment. It is important that crew members realize that each job has to be completed and that all phases are of equal importance.

The third step is to have regular meetings and to keep the crew informed as to what is going on. They should be made to feel that they are a part of what's happening. At these meetings it is important to give praise along with constructive criticism.

The fourth step is not to babysit the crew. The Superintendent should be a leader, he should show and explain why the job must be done and how to get it done. One of the most important factors in motivation is good communication.

In conclusion, crew motivation is based on the attitude of the Superintendent, the leadership example he sets and how he communicates with the crew. To get 120% out of crew members the Superintendent himself must give 120%.

## “Crew Motivation”

By: Reed LeFebvre  
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Motivation can probably best be described in two words, money and pleasure.

The biggest motivation for most people seems to be of a financial nature, witness the “anything for money” show on T.V. The same holds true for the work crew on a golf course. A person who is being paid adequately, generally is content even if some of his jobs during the course of the day tend to get a little rough.

Pleasure is also a motivating force, and is many times overlooked by management personnel. By pleasure I don't mean recreation all day, but the pleasure I refer to is the pleasure a person gets from doing a job he enjoys doing, and has pride in the finished product.

It has been my experience that to get the most from an employee, I try to tailor the job to the employee rather than the employee to the job. Each person is an individual with his or her own strong and weak points, and by utilizing your employees strengths, I feel we all gain. Using this approach, you start with a worker who can be a real asset from the start, and as time goes along and you strengthen their weak areas so you end up with an excellent employee all around. Even if a workers weakness

can't be brought up to what you feel it needs to be, you still have a productive employee who enjoys what he or she is doing and that adds up to a lot more output per hour as compared to the disgruntled employee who just drags everything out and does only what has to be done to get by.

Taking an interest in your employees on an individual basis is also a must. How do you know when they are happy at what they are doing if you have no communication with them. If you show an interest in a person, they are much more likely to come to you if they have a problem, and it can be solved before it turns into something big and possibly the loss of that employee.

Being fair will all who work under you is extremely important. Nothing will loose a good employee quicker than to show favoritism. If there is an occasion where an act could be taken as showing favoritism, explain why the person was chosen for the task, so at least the others will know why and possibly try harder next time.

In summary, if your employees are being paid adequate wages, and are doing a job they enjoy doing, your turnover rate will be nil and you are probably getting 99% return for your wage dollar.