

on fairways and dwarf varieties of putting green grasses being mowed at .150-inch or less on a regular basis with minimal damage?

How much easier is it now to aerify greens and pick up the debris with a core processor rather than a crew with shovels and trap rakes turned upside down?

What did we do before trap rakes that groomed bunkers with one man in just a few hours in most cases?

Isn't it wonderful to verticut or groom during the growing

season with ease, and then to dust the greens with our rotary top dressers?

How difficult is it to keep level tees now? Dude, just call the contractor and have him laser level them every couple of years!

How about fertigation? Fertilize every night when you water!

One Adam Twelve, see the man on the two-ton truck broadcasting 5 tons of fertilizer an hour! I watched with amazement as that same device - and one like it - put out 650 tons of top dressing

on four soccer fields in less than four hours. How long would have that taken with a couple of walking Turfco top dressers?

I could go on for a while longer now that I'm on a roll but no need beating a dead tree or a dead tree hugger or a young superintendent who doesn't know where this industry has come from. Trust me. We've come a long way, baby, and hopefully still have a long way to go.

Who knows, maybe someday we will see a grass that

needs no water, food, mowing or other tending to. I guess that's not really likely since grass is a living organism and all living things need a little TLC from folks like us.

Leadership - A Learned Behavior

By Bruce R. Williams, CGCS

Early in my career I learned from some great mentors.

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Show and Tell

Put More 'Grin' Than 'Grip' into Award Presentation Photos

From time to time in future issues, we will provide some writing and picture-taking tips to help you improve your communications skills whether it's for your club newsletter or for articles for other publications.

Photos are a great way to capture memories and the history of your department at the club or your chapter, whether they're the good old 35mm prints or slides or digital images. Maybe these pictures will go into an album or onto a CD for the archives, but then again they might be used in the *Green Sheet*, *The Florida Green* or even a national publication like *GCM* or *Golfdom*.

The Grip and Grin Photo Op

One of most-often taken photos is the golf trophy, service award or donation check presentation. They are often called "grip and grin" after the handshake and broad smile that go with the handing over of the hard cash or hardware. The most common mistake in this photo-op is the position of the subjects. Ninety-nine percent of the time, the subjects stand at arms length shaking hands and holding onto the



Typically subjects stand too far apart. Also watch for background objects "sticking" out of people's heads. Photo by Joel Jackson.

plaque or whatever.

The other big mistake is keeping the camera too far away from the subjects. We don't need to see their feet. We want to show their smiling faces. And since some of us are maturing nicely, we also don't want our bellies prominently displayed either.

And whether indoors or outdoors, *always use a flash* to take the picture unless you know how to eliminate shadows from overhead lighting or bright sunlight in the dark-room or with your computer.

The key to these photos is to get the subjects close together, shoulders touching and plaque held high. Also get the subjects, especially

if there are more than two, to stand angled toward the camera (45 degrees instead of square to the lens. It helps to minimize the girth of the person and saves column space in the magazine.

And if at all possible, try to create a different pose entirely. Of course it's a good idea to take a "safe" pose as well, in case the bright idea doesn't look so hot when you edit your photos.

One caution - especially for framed awards - is to be aware of reflections of lights and flash on any shiny, polished or glass surfaces. You may have to tilt the award down slightly to avoid reflections.



Better composition. Subjects are closer. Blank wall space is minimal. This photo can be easily cropped to fit into the column space in a magazine. Photo by Joel Jackson.

A good suggestion is to eliminate the presenter altogether from the photo, unless it is someone famous or someone who rarely ever appears in chapter photos. The focus of the story is the recipient. Keep it dignified, but have fun with it too. Remember, when you have the camera, you're the boss of the photo shoot. Above are examples of poor and better composition of the Grip & Grin photo.

Birdies and Bogeys

GREEN SIDE UP



Joel Jackson, CGCS

It's time for another round of birdies for those who pull off a good deed and bogeys for those who whiff their chances in our wonderful world of golf.

Birdie; no make that an eagle for Jim Nantz of CBS Sports, who admitted to a couple of thousand superintendents that the media has blown the coverage on how important golf maintenance is to the game. He promptly practiced what he preached by talking about the unsung heroes of golf and our national education conference on air at Torrey Pines.

Bogey to the ABC team covering the Accenture Match Play

event in La Costa. They showed pictures of the flood which inundated the holes on the course, but the only mention I heard of the crew's efforts was the typical

"the superintendent and his staff did a nice job this week" uttered by Tim Finchem. Meanwhile, one doofus was praising the PGA Tour officials acting as referees for the matches as the nuts and bolts that make this thing happen. Say what?

Birdies to the Georgia Golf Course Superintendents Association and the Cactus and Pines GCSA in Arizona for getting their golf course owners associations, club managers associations and state golf associations together to work on the issues facing golf. Awesome.

Bogeys and Double Bogeys to the golf course owners in Florida who can't even support their own Chapter of the NCGOA. Maybe when the GCSAA and NCGOA get together in Orlando in February 2005 for the new Golf Industry Conference and Show they will get the hint.

Birdies to the North Carolina Legislature. It took the Turf Council of North Carolina and their supporters like the Carolinas

GCSA awhile, but they got \$650,000 budgeted to go to the turf-grass center at North Carolina State University annually. If they can respond to a \$2.5 billion dollar turf industry like that, just think what Florida should get at \$4.4 billion.

Triple bogeys to the governor of South Carolina. Word is that his state budget proposal cuts out all funding to Clemson University's turf and ornamental programs including extension. Has this guy ever heard of Myrtle Beach? Got to give a bogey to our Florida legislature with their annual budget cuts to IFAS. Agriculture has helped pull Florida through the slow economy, and for that they get sucker punched.

Birdies to all certified Audubon Cooperative Sanctuary courses. Thanks for being proactive and a good example of golf's environmental stewardship, and an eagle to the superintendents paying the ACSP dues out of their own pocket.

Triple bogey to the club that won't cough up the \$150 annual dues. I'm embarrassed for you. What is it, one buck per golfer? And bogeys to the rest of the clubs that just don't get it. We're in tough environmental times and this program can help you and the whole

industry. Get on board.

Birdies to the Florida Department of Agriculture and Consumer Services (FDACS). They get it. They know agriculture is the state's most reliable economic performer during good and bad times. They seek scientific answers to issues and don't let rhetoric muddy the picture. Plus they work with all stakeholders on the issues.

Bogey to the county health official spreading the story of a baby's death in New England from trace amounts of arsenic in the tap water. Turns out it was homicide and intentional poisoning. Arsenic is a serious issue, but let's deal with facts and not misinformation.

Birdies to all of you dedicated guys and gals out there in golf maintenance. Nobody really knows how much you care or how hard you try to give the people what they want.

But I have to throw a bogey on your score card if you aren't also making the case for your value to the club. If you aren't following a business plan or communicating frequently with the movers and shakers then you are risking disqualification.

In the real game of golf there are no mulligans.

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There was Dr. Ken Payne at Michigan State University, Bob Williams at Bob O'Link Golf Club, and Bruce Sering at Glen View Club. All of these fellows were great leaders and I learned much from their leadership styles. It was evident that they had the skills to steer the ship in the right direction.

5 Skills of Leaders

Communicating

Great leaders communicate their position well. All those around them know where you are coming from. You cannot over-

communicate. Keep all those around you informed.

Interviewing

Great leaders surround themselves with great people. They know how to ask the right questions and do the right background work to assemble a successful team.

Observing

This area of leadership skills would include being a superb listener. Listen to what the golfers, staff, and industry, etc. has to say. You must not only observe by listening but also by watching. Be visible on your golf course. Find people doing something right and let them know it.

Negotiating

Understand how to negotiate win-win situations. Work toward compromise when solving problems. Pick your battles and don't win the battle and lose the war.

Sharing Recognition

The final skill is that of sharing rewards and recognition with your peers and staff. Celebrate successes! You wouldn't be successful without those who surround you. Let them know how important a role they play.

Great leaders share the common thread of being able to visualize and create a vision for the future. They communicate that vision to those around them. They

are very capable of making good decisions and giving appropriate directions. They do the right things. They realize that those around them have contributed to their success and recognize them accordingly.

When we think of leaders, it is easy to come up with names of coaches, CEOs, and political leaders. However, we must remember that each and every one of us is a leader in our own right. We lead our own teams (staff). All of the aforementioned skills are important to each and every superintendent. It may be true that these skills don't come easy to all but they will if you work at them!