

Alfonso

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afternoon as I sat at my desk doing paperwork. One of my employees bolted into my office to announce that there was a fight in the basement between two of my golf car boys. A fight, mind you, a fist fight between two employees who had never displayed aggressive behavior period, much less a history of fighting.

Well, out the door and down the ramp we went, running all the way. As we entered the basement, to my shock and dismay, there they were, slugging it out. I immediately demanded they stop fighting and stepped in to break them up (In retrospect, that could have been a bad move). To my amazement, they stopped fighting and just stood there bloody, with shirts torn.

I marched them upstairs to my office to get to the bottom of the problem. Once seated across from each other, the questioning began. I had no idea where I was going with all this. I just seemed to be working on instinct.

After a few minutes, as the two sides of the story began to unravel, it became apparent that these two guys had been having trouble for some time and some small incident in the basement pushed one of the boys over the edge. OK, so what now? Do I fire them both for this behavior? Do I fire the one I think is the guilty party? Or do I do something else?

After a considerable amount of deliberating, I began to, well, lecture them on why fighting was not exactly the best way to settle disputes, especially not at the workplace. Then I explained that I really wasn't sure if I had the right to fire them for fighting on the job, but I decided I wouldn't do it if I could. No. I had decided that the one thing I could count on was that they would never be involved in such an activity again. I told them I felt they be an example to the rest of the staff, as to how people can work out their problems without beating each other's brains out.

You know, those two young men were my best golf car crew people before the incident and after they made peace and began to work in harmony, they got even better.

The truth is, my instincts said and my impulse was to fire them both. How embarrassing for my golf course to have two employees fighting. Good grief. But I am glad I calmed down and talked it out. I'll always remember the moment the two bloody, ragged boys shook hands in my office that day and started on the road to becoming young men.

As I said at the beginning, Solomon I'm not. But the times

I made the best decisions have been the times in which I have been patient and slow to react.

Please, I implore you, try not to react too quickly to circumstances. Take some time and get enough information to make a good decision. I've acted differently than this at times in my life and I have lived to regret it. I think I should reread the book of Solomon once a month. It's gotta' help. What do you think?

Starwood purchases three Massachusetts golf properties

PHOENIX — Starwood Lodging Trust, a leading hotel real-estate investment trust, and Starwood Lodging Corp., a hotel management and operating company, have announced an agreement to acquire a portfolio of 15 full-service hotels, including four golf courses, from the Flatley Co./Tara Hotels for \$470 million.

The golf courses are located on three Massachusetts properties and include:

- Tara's Ferncroft Conference Resort in Danvers. The 367-room resort is situated on nearly 325 acres of land and includes two golf courses.
- Tara Hyannis Hotel & Resort in Hyannis. The 224-room Hyannis Hotel & Resort is located in the business district and boasts an 18-hole golf course.
- Colonial Hilton & Resort in Lynnfield. The 280-room hotel has an 18-hole course.



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