

NGP ACQUIRES GOLF COURSES IN MINNEAPOLIS

SANTA MONICA, Calif. — National Golf Properties Inc. has acquired Majestic Oaks Golf Club and Woodland Creek Golf Course in Minneapolis for approximately \$12.5 million from a local businessman. National Golf will lease Majestic Oaks and Woodland Creek to American Golf Corp. Majestic Oaks Golf Club consists of two championship, 18-hole courses, a 9-hole executive length course, a driving range and clubhouse capable of accommodating more than 500 guests. Woodland Creek Golf Course offers a 9-hole executive-length course, driving range and clubhouse.

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to manage employees, but we expect them to be directly involved in doing some of the actual work as well. In other words, we expect to see them in the trenches, daily, with their people.

All of us old schoolers need to face, what for us is, a shocking reality. Some golf professionals and golf course superintendents manage

their people so well, they are never seen doing the work of the people they are managing. Honest. I have seen it with my own eyes.

At my first golf course, for instance, where I was golf professional and general manager, the owner came in one morning and found the superintendent sitting at a table in our snack bar drinking coffee. Well, being a real hands-on guy, he, more or less,

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chewed the super out for taking it easy while his employees were out there working away.

After Mr. X had finished, the superintendent, very calmly, asked the owner to point out any deficiencies on the course or in the budget. The owner could think of none. At this point, the superintendent said, 'You see Mr. X, you are not paying me to hit with the hammer; you are paying me to know where to hit.'

He continued to point out that if Mr. X expected him to actually do the work, he had chosen the wrong man. He was a seasoned veteran and had truly done it all, but he had taken this job to manage the upkeep of the course, not to keep up the course himself.

I encountered an owner once who was upset with his golf professional because he said the professional was never at his shop. After getting all the details, it seems the shop was meeting the owner's financial goals, the staff seemed happy and the customers seemed happy, too. It was the owner who was unhappy.

You see, being a hands-on guy, he felt the professional should be spending more time at the shop. However, the professional's presence at the shop was not spelled out in his employment arrangement and, therefore, I had no choice but to comment that the guy must be a great manager of people because, he was definitely doing the job he was hired to do, whether or not he was there as much as the owner thought he should be.

All of us old-school, hands-on management types have got to realize that there are these wonderful people out there who literally have the ability to motivate, train and manage people in such a way that their presence is not required (nearly as much as we think it should be) to keep things running smoothly. The truth is, if the ink is the right color, and folks are happy, and we didn't spell out how much time they had to be present and accounted for when we hired them, then there really is no problem.

You can pay people to hit with the hammer, or to know where to hit, or to know where to hit and to actually hit. The choice is yours. You simply have to be sure you know the kind of individual you are looking for and spell out your desires clearly before you hire.

I know this very simple truth has helped me be a better employer, and I believe, with all my heart, it will help you, too.



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