

BRIEFS



GRANITE ADDS 3

SCOTTSDALE, Ariz.—Granite Golf Corp. has signed agreements to manage clubhouse and/or golf course operations at three additional Tennessee clubs: Colonial Country Club in



ACQUISITIONS

Memphis, Cookeville Country Club in Cookeville and The Farms Golf Club in

Dyersburg. Granite Golf also provides management services for Ridgeway Country Club in Memphis. Both Colonial Country Club and Cookeville Country Club are private, member owned clubs. The Farms Golf Club is a semi-private club.

ENVIRONMENTAL ADDS CHASE

CALABASAS, Calif.—Steve Chase has been appointed director of sales and marketing at Environmental Golf. Chase will be responsible for the management of all sales and marketing efforts for golf course properties. Chase joins Environmental Golf after 20 years as vice president of sales for California Sports, the parent company of the Los Angeles Lakers.

BROWN, CELANO JOIN GOLDEN BEAR

NORTH PALM BEACH, Fla.—Golden Bear Club Services has hired Douglas Brown as general manager and Paul Celano as director of golf of TwinEagles Golf & Country Club in Naples, Fla. Brown joins Golden Bear from the Bay Colony Club in Naples, Fla., where he was club manager. Celano was most recently head professional at the Jack Nicklaus-designed Governors Club in Chapel Hill, N.C.

LINKSCORP, PALMER TEAM UP

NORTHFIELD, Ill.—LinksCorp, Inc. has signed an agreement to have Palmer Course Design Co. design a course at Hilton Head Island, S.C. To be called Crescent Pointe Golf Club, it is located in the new Centex real estate development just off Hilton Head Island. Development is already underway.

WESTERN GOLF NAMES CONTROLLER

SCOTTSDALE, Ariz.—Western Golf Properties has named Joseph Pluto as controller for its corporate headquarters here. Prior to joining Western Golf, Pluto was controller for several manufacturing companies in Michigan, including Transportation Design and Manufacturing.

Atlanta group forms management/development firm

By PETER BLAIS

ATLANTA — Golf Industries Holding Corp. has formed a golf acquisition, development and management company based here and headed by principals Skip Smith, Mark Purtee and Arthur Jeffords.

Golf Industries' focus will be on the acquisition, development and management of daily-fee and semi-private courses and clubs. The company currently manages courses in Alabama and South Carolina and has several new facilities under consideration nationwide.

"We have a project in Houston that will break ground the first quarter; two potential acquisitions in Atlanta; two potential development opportunities in Virginia; two acquisitions we're trying to close in Orlando [Fla.]; and three acquisitions we're trying to close in the Miami/Ft. Lauderdale area," said Jeffords, the firm's director of operations and development. "We're trying to do six deals in 1999 and our schedule is six per year into the future."

Jeffords is a golf industry veteran of more than 25 years. He is a PGA member who was associated for more than 12 years with Sea Pines Plantation of Hilton Head Island, S.C., where he served as director of golf for the resort's four courses and as head professional at Harbour Town Golf Links, site of the PGA Tour's MCI Heritage Classic. He was a principal in a golf management and development firm whose most noted development was Wachesaw Plantation, Myrtle Beach's first private golf community. Along with other affiliations, Jeffords serves on the board of directors of the National Golf Course Owners Association.

Smith is the director of acquisitions and new business development. He will identify and scrutinize prospects for the firm.



Golf Industries' (left to right) Arthur Jeffords, Skip Smith and Mark Purtee.

Previously, Smith was a principal and general manager of Golf Property Associates, Inc., a firm involved in the sale, acquisition and analysis of golf properties throughout the United States. He holds a Principal Broker's real-estate license and is a veteran golf course and commercial real-estate broker with more than 25 years experience.

Purtee, a former financial consultant with Shearson Lehman Brothers, is director of finance and chief financial officer. For nine years he was a financial consultant specializing in the

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Survey finds private clubs performing well

WASHINGTON—Private clubs have generally been faring well in today's economy, according to a trends survey recently conducted by the National Club Association (NCA).

More than 90 percent of responding clubs indicated their memberships were either growing or stable. Results concerning the financial situation of clubs were similar, with 50 percent indicating the club's financial situation was improving and 41 percent stating it was stable.

The survey also asked a cross section of clubs to assess and rank current trends affecting the club industry. Competition for a shrinking labor force was a top concern of clubs, receiving an average importance rating of 4.5 on a scale of 1 to 5, with 5 being "very important." This was followed by demographic changes and population growth among the 45-54 age group, which received an importance rating of 4.2. The increased interest in the game of golf, rated at 4.2, and the growing focus on family-oriented activities in clubs, rated 4.1, were also important trends for clubs.

NCA Executive Vice President, Susanne R. Wegrzyn, noted that, "To further enhance our information resources to clubs, NCA will conduct a series of surveys in the future to assess operational, demographic and financial concerns of clubs."

Finding employees in a flush economy

By PETER BLAIS

ROCKLAND, Maine — In these flush economic times of low unemployment, finding and keeping good employees isn't easy, even in the golf business.

"The problem is we need people. The answer is to just wait for the recession. Then people will come to your door and you get to pick the ones you want," said Rick Grover, a professor at the University of Southern Maine, speaking with tongue firmly planted in cheek at the recent Maine Turfgrass Conference and Show here.

But how do you attract and keep good employees when jobs outnumber applicants, which is the case at many golf courses today? Grover checked with several superintendents who were having

some hiring success — including Jim Hodge of Val Halla Golf Course in Cumberland and Greg Grenert of Samoset Golf Club in Rockland — and married their thoughts with his own research on how to fill the needs of the various generational groups that make up today's work force. Superintendents who are best able to fill those needs are the ones most likely to attract and keep the best workers.

The generational groups can typically be divided as follows:

- Retirees, referred to as traditionalists, are generally classified as those born between 1920 and the end of World War II.

- Baby Boomers are those born be-

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Matching the right employee with the right job

By PETER BLAIS

ROCKPORT, Maine — While dividing workers into generational groupings provides some general insights into the needs and motivations of golf course workers, superintendents must remember that each individual possesses a different temperament that can cross and blur generational lines.

Speaking at the recent Maine Turfgrass Conference and Show, University of Southern Maine Professor Rick Grover further divided members of the three generational groups into four subcategories with various temperaments: guardian, rationalist, idealist, and artisan.

Superintendents can deal with workers more effectively if they realize these personality types determine the way one moves through life and why people respond the way they do, noted Grover, who made the following observations about the four sub-groups:

- Guardian — The fundamental need is to be a member of or to belong to something. Responsibility and duty are very important. These people often have trouble adjusting to retirement since they are no longer part of a large organization. Being able to call oneself a member of a particular golf course staff may fill an important need for guardians. These are responsible people who always show up and complete tasks on time. "If they say they'll have the green cut by 8 a.m., then it will definitely be cut by 8 a.m.," Grover said. Many golf course superintendents would likely classify themselves as members of this group.

- Rationalist — These people are driven by the need to learn and become increasingly competent. They don't care which organization they are with, as long as the organization provides the opportunity to learn. A superintendent needs to work with and

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Powers named director of Bluegreen Golf

ATLANTA—Bluegreen Corp. has appointed Thomas Powers to the new position of director of Bluegreen Golf. Powers will guide Bluegreen Golf's growth through land acquisition and community development, as well as oversee the company's four residential and golf communities located in North Carolina, Ten-

nessee, Virginia and Wisconsin. Bluegreen is a leading residential and community developer. In 1997, Bluegreen Golf was formed as the golf course community development division of Bluegreen Corp. Headquartered in Douglasville, Ga., Bluegreen Golf targets the mid-to upper-middle segment of the

golf and residential community development market.

"Tom's expertise with golf course community development and club management will help us develop two new golf communities a year," said Dan Koscher, president of Bluegreen Land and Golf. "Using The Carolina National Golf Club as a model for

future Bluegreen Golf clubs, we hope to become recognized as a national leader in the development, operation, marketing and sales of quality residential golf communities."

Powers joins Bluegreen Golf from Georgia-Pacific Corp., where he served as managing director of Georgia-Pacific Development Co. and was responsible for the \$145 million community development

division, managing a staff of 39 through the entitlement, development, administration, sale and marketing phases.

Prior to Georgia-Pacific, Powers was managing director of the United States Real Estate Subsidiary Takenaka & Company in Los Angeles and served as president, Takenaka Golf & Resort Group in Tokyo.

Matching

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share information with rationalists. They are not good at repetitive tasks, like mowing, unless the superintendent talks with them and teaches them something along the way.

- Idealist — These people are always looking for meaning, a sense of spirituality. "This is the person you'd find sitting out on your green late at night staring at the moon," Grover said. "Some could really get into mowing lawns. It's sort of a Zen thing."

- Artisan — These people cherish freedom. They may not show up to work, and see nothing wrong with that. "They can be high maintenance," Grover noted. "But when they work, they work like hell. They are fantastic in a crisis. If you have a part of your operation that tends to have more crises, they can be great there. They are strong at putting things together and coming up with solutions."

So what's a superintendent to do with these insights into the human psyche?

"If we had high unemployment rates, I'd get a bunch of those guardian personalities," Grover said. "They show up on time, like the membership, and have a good, hard-core work ethic. But in [low unemployment] times like this, you have to be willing to consider some of these other folks and be open to what turns them on."

Free golf tends to attract and help keep members of all these temperament groups. But the type of praise each receives needs to be different to be effective.

According to Grover: "Guardians need to hear something like 'We are really, really happy you are part of our team.'"

"That won't do anything for rationalists. 'You're doing a damn good job on this' works best for them. Rationalists won't pay any attention to praise from someone who they know isn't competent. So don't praise them regarding something you know nothing about. They will consider you a fraud and ignore you."

"To make idealists glow, tell them how unique they are."

"For artisans, it's freedom and excitement. Artisans aren't interested in verbal praise. It's not what you say, it's what you do. Figure out ways to build in more excitement, life, freedom and spontaneity into their jobs and they'll thank you for that."

GOLF COURSE NEWS

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