

## GCN's Builder of the Year Awards to be presented in Orlando

ORLANDO, Fla. — The final votes are still streaming into *Golf Course News* headquarters as the campaign for the 2001 *Golf Course News* Builder of the Year Awards comes to a close.

The winners will be announced Feb. 7 at the Golf Course Builders Association of America's 2002 Awards Dinner. This year's event will be held at 6:30 p.m. at the Rosen Centre Hotel and will be followed by the GCBA's Sticks for Kids Auction.

GCN has given the Builders Award in conjunction with the

GCBA since 1990. The award is split into two categories, large and small. Large builders must have completed four or more courses in 2001 and small builders must have completed three or fewer.

The recipients of last year's award were Jacksonville-based MacCurrach Golf Construction for Large Builder and Naples-based Glase Golf Construction for Small Builder.



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## Davies: Manage up

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"I need one," is not as effective as using statistics that show repair costs increasing on an old model.

By grounding our assessments, we are more likely to achieve decisions we desire.

### MANAGE YOUR RELATIONSHIP WITH YOUR BOSS

We must also understand the needs of those we seek to influence.

Do you know how your green committee chairman views his role and his relationship with you? Do you know what the general manager or owner's financial goals are?

Most businesses have a business plan in writing. Make yourself aware of how the business intends to succeed and you will be in a much better position to exercise influence by making your recommendations consistent with this knowledge. Make a list of all the people who will have influence on the resources you receive. Know what they want and expect in advance.

### TRUST AND KNOWLEDGE CREATE INFLUENCE

We also need to remember that we are hired as the expert in turfgrass management. It is our responsibility to determine the best management plans within the constraints of the budget and to provide optimum turf conditions for our facilities. This knowledge is the source of tremendous power and influence, especially in private club settings.

However, character counts significantly in our ability to manage up. A fundamental skill is the ability to say 'no' when we are asked to support an idea that is not consistent with sound management.

The key ingredient here is the willingness to risk being at odds with the thinking of upper management. If this is more risk than we are comfortable taking, we will be ineffective in exercising influence in the decisions that fundamentally impact our ability to perform for our employer.

Superintendents will be much more influential in the decision making at golf facilities if we learn to manage our superiors effectively. The game and our courses will be the winners. ■

*Raymond Davies, CGCS, is the director of golf course maintenance and construction for CourseCo, Inc.*

### CORRECTION

The article titled "IGM finishes year with strong growth rate" (*GCN*, December 2001), incorrectly identified Gregory Hofstetter as a CGCS. Hofstetter is not currently a CGCS.

GOLF COURSE NEWS

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