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among his own small children. "You take a 17-year-old kid who's abusing equipment, he could a lot of the time care less if you give him a day off without pay. But if you do that to a 50-year-old, they're crushed."

Regardless of behavior or age, a superintendent needs to know how to work with each of his employees simply because so much of his time is spent handling them.

"That's the difficulty of our job, and the travesty of what the universities aren't teaching the kids coming out here. People management is the number one time-eater of this job," he says. "Administration and human resources are what you spend the bulk of your time on."

Some of that time can be made up just by looking for the right crew member for the job during the hiring process. While it doesn't mean that different generations are outright better at certain jobs than others, sometimes they fit more appropriately.

"For our part time work, if we can, we'll look a little more

toward the older set because they don't necessarily need the 40-hour week, and they're usually motivated a little differently than just cash," says Hicks. "We've benefited in the last 10 years in this area from a lot of early retirees.

"When we're hiring seasonal people, I don't mind looking at somebody with zero experience rather than past golf experience. A lot of the time you spend deprogramming them from how they do it elsewhere rather than teaching them how we do it."

But regardless of what position a superintendent is looking to fill, there's one criteria he should hope for in any generation.

"You definitely want to find people who seek a little bit of intrinsic value in what they're doing rather than what the paycheck looks like," Hicks says. Finding that quality means, "When I'm hiring, I'm always trying to be brutally honest and truthful up front. If you ask a lot of questions, you tend to weed out the people who are just looking for that paycheck." **GCI**

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to give crew members an opportunity to give positive feedback to each other.

"A lot of my college kids will take a minute and tell the older workers how much they liked how the course looked after they had done a particular task," he says. "I've found that the younger generation is a little more apt to give that positive feedback. We've been pretty successful in opening up that team dialogue."

He also spends time one-on-one with each person on his crew, going over the work and finding ways to improve the job.

"Out on the course, I try to meet with each employee and give some feedback on what

they're doing," says Cummings. "The older generations like that direct feedback. The younger guys, they accept it. That one-on-one feedback is very important to the success of our operation."

Regardless of how he handles crew members individually by their age group, there are some things all of his employees respond to, he says.

"Each has their own set of strengths that you try to identify and how they work best within the team, but you first have to find some similarities that every generation has," he says. "They all want a leader that's trustworthy, and they all want respect for their opinions." **GCI**

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