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market, the winners are the clubs that consistently perform at the highest level. Think of these three actions that can be launched immediately and with very little added expense:

1. Elevate course conditions. No one wants to play a course in poor condition. The golf course must be in great shape. There is no forgiveness for dead grass, weeds, mud-holes and unfinished projects.

2. Clean up! Thoroughly clean the clubhouse and keep it clean. Malcolm Gladwell points out in *The Tipping Point*, his best-selling book about trends

of change, that the first step in reducing crime in New York City was eliminating graffiti and broken windows. This simple step reinforces brand standards, admirable personal and professional habits and the sense of well-being for members, guests and employees.

3. Engage your staff. Ask the staff for ideas that will add to members' enjoyment and the operational efficiency of your club. Remember, everyone wants to play for the winning team and great ideas are hiding inside of every employee.

A few simple steps can make 2014 the year we get out of our ruts. **GCI**

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