

"Green" no more

Bayer Environmental Science and John Deere partner to operate Green Start Academy for assistant superintendents looking to further their careers

by Heather Wood

Justin Peloquin learned about bentgrass and Bermudagrass in college, but only recently did he learn what it really takes to be a golf course superintendent or assistant superintendent.

"It's not just growing grass," says Peloquin, assistant superintendent at La Quinta Resort & Club in Palm Desert, Calif., of the job. "You have to have good financial, public relations and human resource skills."

This is one of the reasons the Green Start Academy was formed. Bayer Environmental Science and John Deere have teamed up to present the program for aspiring assistant golf course superintendents who want to further their skills and network with colleagues.

A maximum of 50 applicants will be accepted into the inaugural program, which will be held Sept. 27-28 at the Bayer Environmental Science Training and Development Center in Clayton, N.C., and John Deere's Turf Care Factory in Fuquay-Varina, N.C. Education sessions, a tour of the John Deere factory and an evening of entertainment are on the academy's syllabus.

"We wanted to be able to help assistant superintendents who want to further their careers," says Matt Armbrister, segment manager at John Deere's golf and turf group and one of the lead organizers of Green Start Academy. "When you have

somebody who has a willingness to commit to their career, it's crazy for us not to assist them to get to a higher level."

The golf course management industry can be competitive, and the two companies want to help those who are committed to their careers, Armbrister adds.

Aaron Wells is one of those assistant superintendents who is committed to his career. He started working on a golf course when he was too young to drive and now has been an assistant superintendent for seven years. Currently, he works at Belmont Country Club in Ashburn, Va.

Because there are fewer golf courses in cooler, northern climates, there are less top positions available, and thus, more competition, Wells says. He remains positive about his chances of advancing, though.

"I've been an assistant for quite a few years, and I do a lot of the things that a superintendent does at other courses," Wells says. "I'm just waiting for the right opportunity to advance to the superintendent role."

Still, having a program like the Green Start Academy on his resume couldn't hurt, Wells says.

"I would be interested in seeing how my skills would compare to other assistant superintendents' skills," he says. "I don't think there are any other programs like that out there."

Todd Marten, an assistant golf course

superintendent at Pine Hills Country Club in Sheboygan, Wis., agrees that networking is an important tool.

"It's good to be able to sit with other superintendents or others in the business and talk about our experiences," Marten

Green Start Academy

Networking and education for assistant golf course superintendents. As many as 50 golf course superintendents will be chosen. Sept. 27-28, 2006

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says. "You learn a lot that way.

"Just being in the group of assistants can be an accomplishment today," he adds. "It seems like there's not as many jobs to go around as there used to be."

Meeting with colleagues always has paid off for Peloquin. People he has met through various professional channels have remembered him years later.

"It can never hurt to network," he says. "Anything you can do to get your name out there in the industry is a plus."

Interested assistant superintendents need to be recommended by a superintendent and must write an essay. Entrants will be judged by a panel of golf course superintendents. For more information, visit www.johndeere.com/academy.



High fuel prices force operational tweaks

By John Walsh

Superintendents still are paying high prices for fuel, and public facilities seem to be more affected by the higher prices than private facilities.

At the private, nine-hole River Isle Golf Course in Bradenton, Fla., golf course superintendent George Cook, who has a 250-gallon storage tank on site, purchases fuel from suppliers Bradenton Fuel and JH Williams. Cook shops around for fuel because he needs to buy it from more than one source in case one of the suppliers doesn't have it available. For Cook, fuel prices have increased 50 percent more than what they were last year, he says.

"Everybody is experiencing high fuel prices," he says.

Fuel prices for Adam Wright increased 45 percent this year compared to last and 20 percent last year compared to

the year before that. Wright is golf course superintendent at Laurel Oak Country Club, a 36-hole facility in Sarasota, Fla. He purchases fuel from only one supplier, Bradenton Fuel, because it gives him the best price — \$3.03 a gallon for 89 octane.

Across the country, the city of Sacramento, Calif., purchases fuel for the 36-hole Haggin Oaks Golf Complex based on the lowest bid. Currently, the city is paying more than \$3.25 per gallon, according to Sam Samuelson, CGCS. The city-run complex stores fuel in two 1,000-gallon above-ground tanks — one for diesel and one for regular gas.

Despite the increased fuel price, Cook has maintained much of his mowing practices, however, he has increased the size of the rough areas. And by using Primo Maxx, a growth regulator, he can reduce fairway mowings from three or

four times a week to two or three. By reducing the number of mowings, Cook can have a staff member trim trees or edge bunkers instead of hiring another person to do those tasks.

Samuelson, too, says he's been consistent with his mowing practices for areas of maintained turf and has applied plant growth regulators to decrease the number of mowings by one time a week.

Yet the increased fuel price hasn't forced Cook or Wright to change any other areas of their budgets. But that hasn't been the case for Samuelson, who has a maintenance budget of \$2.1 million.

"I've been borrowing from other categories such as labor and supplies," he says. "I've cut back on seasonal workers."

Even though fuel prices have increased, Wright hasn't changed his mowing practices, however, he does try to save money by carpooling workers in utility



vehicles, each of which holds seven gallons of gas.

"Anything helps," he says.

Because of the fuel-price hike, Wright is looking into convert his gas-powered utility vehicle fleet to electric or hybrid vehicles.

Additionally, when one of the facilities' golf courses was renovated recently, low-mow or low-maintenance areas increased, so now 5 percent to 8 percent of the course is considered low maintenance.

Wright says Laurel Oak members don't want to change course conditions and are willing to suck up the increased fuel cost and deal with it until the price comes back down.

Overall, Wright says high-end clubs haven't been affected by the increase in fuel prices and superintendents at those type of clubs aren't changing their maintenance practice much. However, some facilities are more affected by the fuel price hike and are using more plant growth regulators, changing mowing

practices and switching gas-powered utility vehicle fleets to electric ones. Samuelson says the city of Sacramento wants to purchase more electric utility vehicles. Of a fleet of 12, two are electric. All the golf cars on the courses are electric. And Samuelson recently purchased two Jacobsen E-Plex electric triplex mowers.

"The biggest impact of fuel prices is with fertilizer and chemicals," he says. "They have gone up 30 percent. A lot of that has to do with making the materials and shipping them."

Because of the increased cost of fertilizer and chemicals, Samuelson has made fewer applications.

"The budget is tight, and the market is competitive, but you don't want to drop in quality," he says. "The fuel prices are impacting everybody, and it's not going to get better. Sooner or later, the cost of fuel will hit the golfer."

Samuelson says there was a boom of golf course development in Sacramento recently but there are only so many golf-

ers out there.

"You have to put out the best product for the best price," he says, adding that one of the courses at Haggin Oaks is \$50 with a cart on weekends and the other is \$29.

At the same time, Samuelson says the Sacramento market is struggling a bit – one course went out of business last year, and he says he wouldn't be surprised if another went out of business this year or next.

For next year, Cook says he'll prepare the membership and budget for a worst-case scenario regarding fuel prices. If he doesn't spend the budgeted amount because of cheaper fuel prices, it will be an unexpected plus.

"In the past, fuel prices have gone up and down, but not as significantly as recently," Cook says. "The effect of fuel prices on the conditions of the course are ultimately controlled by the membership. They will determine how far back to cut." GCN

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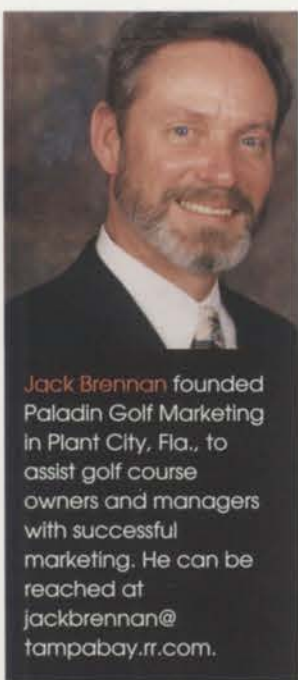
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Harmony In Growth



Jack Brennan founded Paladin Golf Marketing in Plant City, Fla., to assist golf course owners and managers with successful marketing. He can be reached at jackbrennan@tampabay.rr.com.

Question your clientele

At long last, golf course owners and managers are becoming more marketing savvy. Most know their operational business well, but I'm receiving more pointed questions about specific areas of golf course marketing instead of questions about general problems. Here are 10 often-asked marketing questions:

1. At what price point would golfers play my course more frequently?
2. What do I do when I know I have a problem with member attrition but don't know why?
3. Are the discounts being offered at my competitors' courses affecting loyalty at mine?
4. Where are my core golfers coming from?
5. How do I determine what amenities to offer members and in what priority?
6. How far are golfers traveling to play my course?
7. How do I compete effectively with clubs that offer more amenities?
8. What do I do when my competitors' courses seem packed regularly and mine isn't?
9. What other courses do my frequent players favor?
10. How should I react if my competitors discount rounds?

The simple answer – although it's often-times met with, "Yeah, I hadn't thought of that" – is to survey your members or players. Ask them what's missing, what they want or what would enhance the value of your club to them. A combination of member and player surveys and focus groups can reveal existing and potential problems of which management might not be readily aware. However, keep in mind the difference between a member survey and a player survey.

Annual member survey

A member survey helps reveal members' opinions about the course and what changes they'd like to see. The survey should cover every aspect of a club's recreational and business offerings, from course conditions to facility amenities and everything in between. Ask them for their feedback and encourage their opinions.

Often, a member survey is the best way for owners and managers to know what's really going on at a club. It provides the members a sense that the owners and man-

agers care about their opinions. Don't be afraid if you think your survey is too long because members don't mind sharing their opinions. To make tabulating the results easy, use as many multiple choice or yes or no answers as possible. Some questions, however, beg to be open ended. Though a bit more difficult to tabulate accurately, open-ended questions usually can be sorted into four or five general answers. Topics to address in your survey might include:

- Membership structure and dues
- Club access
- Current and future amenities
- Pace of play
- Guest policies
- Member events
- Instruction
- Player development
- Handicap service
- Dress code
- Staff service
- Food-and-beverage offerings and service
- Golf shop offerings and service
- Club communications.

You should also develop an action plan based on the survey results because you can tell members club leadership is acting on good faith in response to their suggestions. I'm not recommending your club tend to all the suggestions, but I'm sure, after reading the survey results, there will be several ideas that could be acted on immediately at virtually no cost.

The first step to develop an action plan is to determine what was learned from the survey results, which should identify various strengths, weaknesses and opportunities. Organize the responses into these categories and assign priorities based on the club's one-year, three-year, five-year and seven-year financial and profit plan, as well as your members' desires. Don't forget to report on the actions taken in your newsletter. Think of the member goodwill that will be generated.

Quarterly player survey

Semiprivate and public clubs should implement a plan to survey the pay-to-play golfers, excluding members, to assess their opinions of the facilities' conditions and determine what influences their decision to play the course, as well as the others.

The player survey has to be much more streamlined than a member survey. A

member might spend as long as a week answering all of the survey questions and offering his opinions, but a player, perhaps, will spend barely a few minutes on a survey. So, limit the number of questions to 10 and provide multiple choice answers only. Cover general topics such as handicap, age, sex, preferred times to play, number of rounds played annually, what's most and least liked about the course, and the distance traveled to play the course.

Because each facility's greatest resource for increased play is repeat and referral business, your facility should conduct a quarterly review of its customer base. Here are steps to take for conducting a player survey:

- The manager should schedule a survey week each quarter of the year. The survey should be handed out for seven consecutive days so it can represent all segments patronizing the course.

- The manager should determine an effective and appropriate incentive, such as a free beverage or daily drawing, to reward customers for filling out a survey and returning it. The returns on this kind of a survey are low (5 percent to 10 percent), so it's important to have the entire staff encouraging customers to fill them out.

- The atmosphere should be friendly while handing out the surveys. You're asking customers to do you a favor, so you should make sure they realize the information is important and meaningful to the operation and service to them.

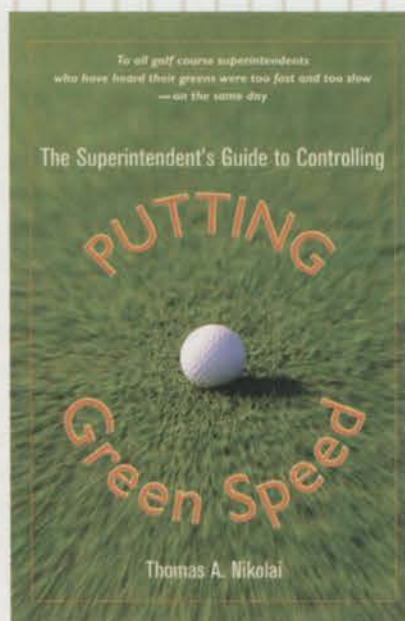
Valuable insight

Whether the survey you conduct is for members or players, the research information you gather will be used as a barometer to gauge real and/or perceived problems that might need to be addressed at your club. The first few surveys will provide basic insight into your audience. However, with the compilation of repeated surveys, you'll begin to gain valuable insight into who's playing your course and why. The information will go a long way to help you market your course more effectively.

Your members or daily-fee players can provide you with much needed insights that will allow you to make critical decisions for the future success of your course. Ask them. GCN

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Jeffrey D. Brauer is a licensed golf course architect and president of GolfScapes, a golf course design firm in Arlington, Texas. Brauer, a past president of the American Society of Golf Course Architects, can be reached at jeff@jeffreymbrauer.com.

Introducing native areas

Using native areas to save money and be environmentally friendly is becoming more popular. While native areas aren't maintenance free, the savings are substantial enough, according to Pizzo and Associates. (See chart below.)

In theory, a 10-acre turf reduction could save \$46,000 annually and benefit the environment by filtering golf course inputs; increasing wildlife population; and reducing irrigation, mowing and fuel consumption. Often, the contrast of colorful natives compared to green turf enhances course aesthetics.

However, there are practical considerations when adding natives to a course, including the trade-off between less turf and slower play. So, where do you reduce turf without increasing the time it takes to play a round of golf?

Native planting savings

Year	Turf	Native	Savings %
Planting year	\$14,190	\$5,330	62.4%
Years one through three	\$42,480 \$14,160 annually	\$31,236 \$10,412 annually	26.5%
Year four and beyond	\$5,160	\$546	89%
Total	\$61,830	\$37,112	40% over four years

Presumably, reducing turf areas increases the time it takes to look for lost balls. However, a recent USGA-sponsored study about lengths and dispersions of tee shots provides clues to minimize that time. The study was conducted on a public course in New Jersey on a 323-yard par 4 that has a bunkerless, 35-yard-wide fairway. Of 200 players, 20 used the back tee, 30 used the forward tee, but the 150 players who used the middle tee were the only ones measured. (See chart below right.)

Twenty-two percent of tee shots didn't make the chart because they were hit shorter than 130 yards. Presuming most drives are 90-percent carry and allowing some cushion, it takes a maximum carry of only 120 yards to achieve a 75-percent success rate. Every extra tee shot and/or the time it takes to look for a lost ball will slow play, so the shortest possible carry is strongly recommended.

In his book "Pace of Play" published by the National Golf Course Owners Association, Bill Yates determines the expected playing time of individual courses, rather

than automatically accepting the four-hour round, which, for many courses, isn't practical. The time it takes to play a round is affected most directly by starting intervals. A nine-minute interval between tee times puts the same amount of golfers on the course as seven-minute-interval tee times. A good starter who can say "no" to additional tee times also is important. However, course length and difficulty, travel time between holes, and golf car policy also impact play.

If it takes the typical four hours and 30 minutes to play a round on a course, then:

- 90 shots are taken, each taking one minute;
- Travel time to each of those shots is 1.5 minutes;
- Travel time between each hole is two minutes; and
- The average time it takes to look for two lost balls is nine minutes.

With nominal, 120-yard forced carries on every hole, the average player would take another four to five shots per round, which adds 4.5 shots and 20.3 minutes to search for lost balls, or 25 minutes added per round.

The time added by a tee shot landing in a nonplay area varies. With wetlands or lakes, there will only be the added time to play the provisional ball. A loosely grassed prairie might encourage looking for the ball for five minutes, while a dense prairie might encourage golfers to cease looking. Nonetheless, leaving playable turf between the middle tee and landing area is a significant time advantage. Having native carries only on par 3s or offsetting back tees to have larger carries over native areas wouldn't affect play as much.

Tee shot dispersion also is a concern. The same USGA study shows dispersion off the intended centerline.

Here, the picture looks rosier: 80-yard play corridors keep four of five tee shots in play, 70-yard corridors are acceptable, and 60-yard corridors or narrower cause

too many lost balls. If you're retrofitting a course, the corridor width should be tailored to your irrigation system. A double-row system covers about 45 to 55 yards, a triple-row system 65 to 70 yards, and a quadruple-row system 90 yards or wider. If you're using native grasses, part circles are recommended on the edges because watering natives often creates a weedy mess in the area nearest the fairway, while outer areas are thinner, helping golfers who go further off line. And the maintenance of additional weeds caused by irrigation might eat up any cost savings.

Other considerations – soils, sunlight, traffic and drainage – are typical of any crop. Selecting the right plant mixture for your conditions is imperative. Most areas have a native seed nursery that will have a practical plant list and mixes to consider.

On an existing course, it's wise to start small and carefully introduce natives to test establishment, maintenance and acceptability from golfers before implementing the complete program. Perhaps keeping corridors wider at the 190- to 240-yard range and narrowing beyond this might be the best.

Each course should examine the savings – \$46,000 seems high and would most likely be allocated to other worthy maintenance needs. You can estimate, based on play levels, what the extra half-hour might cost you in tee times and revenue to determine whether adding native areas helps or hurts you financially.

Losing a half hour of tee times every weekend day could easily be 12 golfers a day or about 1,000 golfers a year directly through slower play and others indirectly because your course is less fun to play. If you average \$46 per golfer, you lose the maintenance savings, and perhaps some golfer goodwill. That's why a careful study of how a native grass planting program would impact your facility is critical before you take the leap. GCN

USGA one-day driving distance study – distribution

Total yards															
130	140	150	160	170	180	190	200	210	220	230	240	250	260	270	280
Carry yards															
117	126	135	144	153	162	171	180	189	198	207	216	225	235	243	252
Percent of tee shots successfully making the forced carry															
78	75	71	68	66	62	52	43	36	30	28	19	12	8	2	1

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Rating golf club boards



Jim McLoughlin is the founder of TMG Golf (www.TMGgolfcounsel.com), a golf course development and consulting firm, and is a former executive director of the GCSAA. He can be reached at golfguide@adelphia.net or 760-804-7339. His previous columns can be found on www.golfcoursenews.com.

Traditionally, when golf course programs face problems, golfers instinctively look to their leadership groups (typically boards of directors) to provide appropriate remedies. History shows, however, that golf's operational leadership teams, even with the best of intentions, often become more a part of the problem than the solution. It's important to ask ourselves why this happens and must it continue.

The basic problem facing private club boards of directors (and in a similar manner but to a lesser degree the boards of men's and women's groups playing at public courses) is that their members generally lack the management, leadership and communications experience needed to effectively address the challenges their facilities face regularly.

The underlying reason why America's deep talent base doesn't find its way to club boards is because people with the relevant skills and experience working within the private business sector understandably don't join clubs (or play at public golf courses) to be asked to address the same tasks they perform at their day jobs. This creates a leadership vacuum throughout golf. Like any political vacuum, once a void is created, people will rush to fill it. In this case, it's the less experienced among us.

Because it's an innate desire of mankind to manage people and things, positions on golf's boards of directors are sought consistently by those looking to fulfill a personal management need they can't address in other ways. Consequently, golf's boards consistently attract well-educated, successful singular professional-type people who generally control their own time – lawyers, doctors, accountants, airline pilots, salespeople, nonprofessional women, younger “dot-comers” – whose career paths offer little personnel-based management opportunities.

A common trait of these relatively inexperienced aspiring board members is viewing their jobs as board members the only way they know how – through the eyes of their personal agendas, not through the prism of a club-need-based agenda. This approach produces the spiraling counterproductive operational performances that we often see, such as program declines that generate fiscal pressure, which leads to

member assessments, escalating dues and a diminished, aging membership.

On a scale of one to 10 (with 10 being the highest rating), I would give the approximate 4,600 private golf club boards' collective performances throughout the country an informal seven rating (C+). However, there are two mitigating circumstances that lend clarity to the situation:

1. Golf clubs that hire a true general manager to complement a board's expertise will be well managed, perform at a high level and earn informal board-performance ratings within the eight to 10 range.

2. Similarly, because golf clubs that respect the game won't allow it to be embarrassed, these clubs also will always be well managed, almost without exception. (See my February 2006 GCN column.) Again, I'd assign the clubs that respect the noble traditions of golf an informal board performance rating within the eight to 10 range.

However, if only about 40 percent of the boards at private golf clubs throughout America fit within the two aforementioned (eight to 10 rating) categories, at what level does the balance (60 percent) of private golf club boards throughout the country perform? Does the term “bogies and higher” ring a bell?

Status quo?

Because the inexperience factor that's persistently undermining the effectiveness of club boards isn't about to disappear soon, how does golf escape from this debilitating scenario to provide the quality leadership it needs and can have?

Fortunately, there's a clear and direct answer to this question: Educate those (mentioned above) who are willing to serve on club boards, who have the time flexibility to do so and who possess the educational breadth to assimilate the necessary bodies of knowledge effectively.

How big a challenge would this be? In today's high-tech communications world, the suggested educational programming would be relatively easy to package and deliver through the Internet to facility administrations throughout the country.

For example, the following specific disciplines would be required programming for each board member within a national club board certification program:

- Long range planning because it negates personal agendas and best insures continuous thinking;

- Bylaw analysis to negate the stronghold internal club politics too often has on club governance;

- The nominating process because all boards are direct products of their club's nominating process;

- Board and committee mission statements because if you don't see the final objective, you won't get there;

- Officer and committee chairmen job descriptions because this is the only way to hold individuals serving on club boards accountable; and

- A comparative management study to identify the benefits, or lack thereof, for committee-, general manager- and contract-driven management formats.

Finally, there's a need to complement the above mentioned educational profiles with an Internet-based, 101-level multicourse curriculum that wouldn't be required programming for all board members – only for those whose chairmanship and officer assignments correlate with the following areas of study: club budgeting and finance, club legal issues, facility renovations, membership/player development, food-and-beverage operations, agronomics and turf management, golf program and pro shop management, and personnel management.

National board certification would be earned on a club-by-club basis once some combination of each board's members has covered all the educational bases profiled herein. This approach would virtually guarantee that golf's leadership vacuum wouldn't be appropriately filled and the evolving quality of board performance would significantly elevate golf course operational performance throughout America – while at the same time cutting combined operational and capital spending from 20 percent to as much as 40 percent, annually.

A national certification program of this scope would generate revenues that would far exceed cost of development concerns. Borrowing on a phrase I have used before, but only on special occasions, the educating of club boards is a party waiting to happen, and the invitations are now in the mail. GCN

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Retaining focus



Robert A. Milligan, Ph.D., is professor emeritus from Cornell University and senior consultant with Madison, Wis.-based Dairy Strategies. He can be reached at 651-647-0495 or rmilligan@trsmith.com.

Golf course superintendent Jim Kellogg hardly contains his frustration when he finishes inspecting the Water and Sands Golf Course, which has been the pride of the community for decades. It's best known to golfers for tree-lined fairways winding around two small lakes. The maintenance crew has done a great job – the 12 holes in the woods have never looked better.

The opening three holes and closing three holes, however, are on an open, flat plain. These holes – characterized by large, eye-catching bunkers – are the face of the course to the community. But the bunkers frustrate Jim. The crew just can't get them right. Too often, the edges are irregular and the symmetric contours that characterize the course are frequently absent. After Jim chastises the crew, the bunkers look better for a few days, but then performance slips. Jim doesn't want to chastise the crew again and is looking for a different approach.

The problem doesn't appear to be training because the crew knows how to do the job – they just don't do a consistently great job. The crew doesn't focus on bunker quality long enough to develop the routine to do an exceptional job continually. Jim needs to address three issues and revise his approach to the problem.

Learning doesn't ensure performance. Think about what happens when someone changes his golf swing. It only takes hours or days to learn a new swing. However, it takes weeks or months to use the new swing consistently. For those weeks and months, the golfer must concentrate on using the corrected swing continually. Eventually, the new swing becomes a habit.

For whatever reason, Jim's crew doesn't have the right "swing" for the bunkers. The procedures they often use are flawed. Correcting them will be like a golfer changing his swing. Relearning the correct procedures is easy, but focusing on the correct procedure until it becomes a habit is challenging.

Jim excels at learning/relearning but lacks the follow-through to maintain the crew's focus until the learning/relearning becomes a habit. The focus must be maintained through positive redirectional feedback (correcting without blaming because the employees are trying).

Jim's chastising probably hasn't worked because he hasn't followed through to coach

the crew until the relearned bunker procedures have become a habit. Jim must focus more on continual, positive redirectional feedback to maintain focus until the correct bunker procedures become a habit.

Keeping score. My friends and I play golf almost every Saturday morning. Every week we keep score, but we really don't care who wins. So why do we keep score? Because keeping score increases our focus. Jim needs to record performance similarly. By using the score to maintain focus, everyone can "win." For most work tasks, there's no obvious score, but green speed and golfer satisfaction ratings are used at some golf facilities.

Jim has a clear picture of excellent-looking bunkers. The crew has a fuzziest picture, so Jim needs to provide clarity for his bunker expectations. Given that circumstances have brought bunker improvement to the top of the priority list, some type of scoring system would signal this importance to the crew and help maintain focus.

Consequences for poor performance. I recently was asked to go to lunch by a colleague, and when I arrived, he was visibly upset. I asked him what was wrong, and he said: "Because you're so late, we'll have to wait at least a half-hour to get a table." I was frustrated because I thought I had arrived when expected. My perception was that I had been treated unfairly.

Fairness is the key to excellent employee relationships. Employees perceive they're being treated unfairly when unexpected consequences are imposed, just as I did when I was reprimanded for arriving late. The key to fairness with reprimands is to be clear in advance about what constitutes unacceptable performance and what the consequences will be. It appears that Jim's chastising occurs when his frustration gets to a certain level. I suspect the crew perceives they're being treated unfairly.

When poor performance is specified clearly and the consequences for unexpected performance are spelled out, employees can make a choice to perform and not incur the consequence or not perform and incur the consequences. They still won't be happy when the consequence is imposed, but they're much less likely to feel they've been treated unfairly because they made the choice to not perform and the consequence was a result of that decision.

Currently, there are no effective conse-

quences when Jim's crew performs poorly. There's no clear definition of poor performance, so Jim's chastising appears random and unfair to the crew. So Jim decides to do the following:

Step 1: Develop scores such as:

1. The bunker has perfectly smooth edges and is beautifully contoured;
2. The bunker has smooth edges and is contoured nicely but lacks the striking beauty that can be achieved only some of the time;
3. The bunker looks as good as it can given the current unfavorable weather conditions; and
4. The bunker has uneven edges and/or unsightly contouring.

Furthermore, Jim has taken pictures that represent scores one through four and decided good performance means no No. 4s and at least 50 percent No. 1s.

Jim also decides that if increased focus doesn't improve the bunkers, he'll impose the following consequences:

- First failure: The bunkers will be redone using the usual equipment; and
- Second failure: The bunkers will be redone using only hand rakes.

Step 2: Jim meets with the crew to discuss the importance of bunkers and to detail his new system of identifying great bunker performance and his expectations for great-looking bunkers.

Step 3: Jim uses positive redirectional feedback to maintain the focus on correct procedures to ensure great-looking bunkers. He forces himself to maintain this coaching as a priority until procedures for great looking bunkers become automatic to the crew.

Step 4: Only if the crew doesn't respond to steps one through three does Jim mention the consequences. This keeps the initial focus on the positive. The first consequence of unacceptable performance is the introduction of the consequences. They're enforced when the next failure occurs.

Fortunately, steps one through three in Jim's plan are successful, and step four isn't needed.

This example might seem unnecessarily cumbersome and structured to you, but it best illustrates the issues: learning doesn't ensure performance, keeping score and consequences for poor performance. Only you can determine how to implement these at your facility most effectively. GCN