



# Since the Beginning

Since the introduction of Penncross, superintendents around the world have come to trust Tee-2-Green and the Penn bents.

How many superintendents do you know with the Penn bents on their course?



Golf. It's All We Do.

PO BOX 250 Hubbard, OR 97032 USA • 800-547-0255 • FAX: 503-651-2351 • [www.tee-2-green.com](http://www.tee-2-green.com) • [bentinfo@tee-2-green.com](mailto:bentinfo@tee-2-green.com)

[www.golfcourseindustry.com/readerservice](http://www.golfcourseindustry.com/readerservice) - #10



**FEATURES**

*Superintendent profile*

**20 MOTOWN MAJOR MAN**  
Steve Cook prepares for the PGA Championship, discusses his career, and offers advice for younger superintendents and assistants.

**COVER STORY:**

*Course management*

**26 NAVIGATING POLITICAL WATERS**  
No matter the structure of a club, diplomacy is the key for dealing with controversial decisions.  
*Cover illustration: John S. Dykes*

*Industry outlook*

**34 LOOKING AHEAD**  
Industry veterans discuss change needed for the future of the golf business.

*Course maintenance*

**40 KEEP THE FLOW**  
Maintain – or even replace – your irrigation system to prevent recurring problems.

*Course management*

**50 MONITORING MOTHER NATURE**  
Various tools help superintendents make the most of weather while tending turf.

*Course construction*

**56 CURATORS OF THE COURSE**  
Tavistock Country Club restores its 1921 golf course to mint condition.

*Product focus: sprayers*

**70 A NUMBERS GAME**  
Director of golf course maintenance keeps two different courses in line in Virginia.

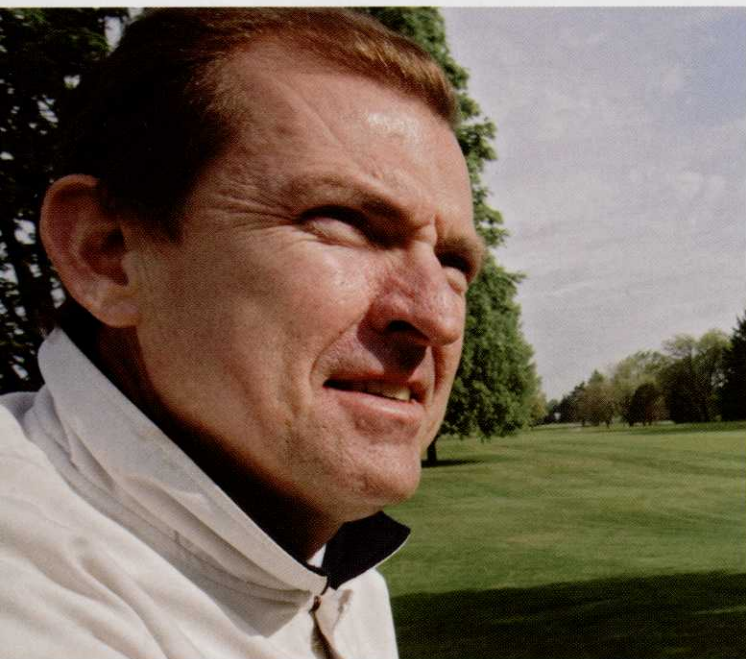
**74 SPRAY IT RIGHT**

Opening his fifth golf course, Danny Gwyn relies on two intelligent machines - a turf sprayer and the human brain.

**RESEARCH**

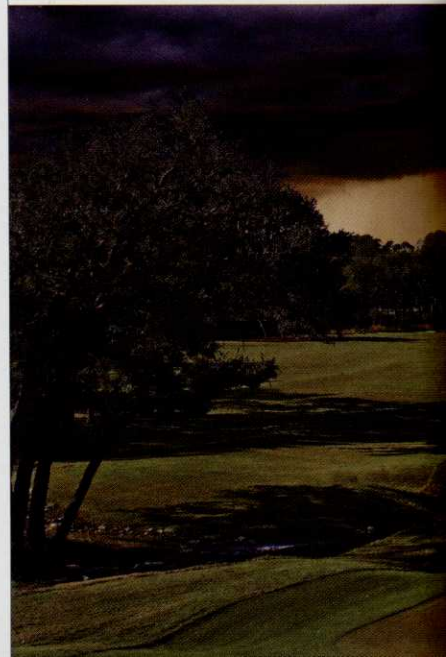
**64 LOOKING FOR CLARITY**  
Researchers make headway detecting and treating new turf diseases.

26



20

50



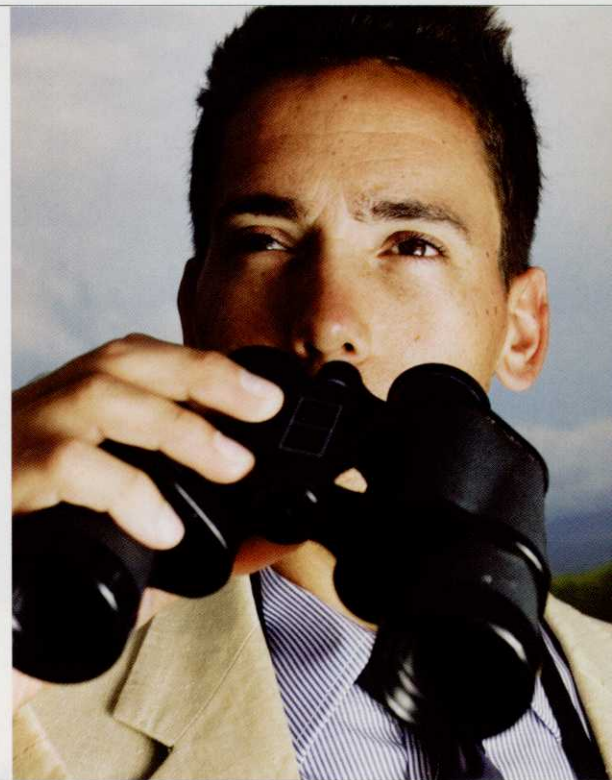
GOLF COURSE INDUSTRY (ISSN 1054-0644) is published monthly. Copyright 2008 GIE Media Inc., 4020 Kinross Lakes Parkway, #201, Richfield, OH 44286. All rights reserved. No part of this publication may be reproduced or transmitted by any means without permission from the publisher. One-year subscription rate, \$33 in the United States, \$42 in Canada and Mexico, and \$88 in other foreign countries. One year foreign airmail rate: \$102. Two year subscription rate: \$65. Subscriptions and classified advertising should be addressed to the Richfield office. Periodicals postage paid at Richfield, Ohio, and additional mailing offices. Postmaster: Send address changes to GOLF COURSE INDUSTRY 4020 Kinross Lakes Parkway, #201, Richfield, OH 44286.



Did You Know?

**James Watson** was the first person to earn a Ph.D. in agronomy in the United States. He worked for The Toro Co. during the late 1950s.

34



DEPARTMENTS

- 8 Editorial  
A united public relations wave
- 18 Consumer research
- 78 Travels with Terry  
Equipment ideas
- 80 Classifieds
- 81 Ad index

COLUMNISTS

- 10 Assistant's view  
Dan Schuknecht: Ensure employee motivation
- 12 Design concepts  
Bruce Charlton: Three messages for you
- 14 Advancing the game  
Jim McLoughlin: Easy talk, difficult walk
- 16 Marketing your course  
Jack Brennan: Dwell on your business
- 76 Tournament insider  
Tim Moraghan: Rules for superintendents
- 82 Parting shots  
Pat Jones: An unbreakable bond



VISIT US ONLINE – [www.golfcourseindustry.com](http://www.golfcourseindustry.com)

**THE ROLE OF ROLLING**

Alternately rolling and mowing can help alleviate stress on greens while maintaining speed.

**ONLINE POLL**

What kind of water do you use to irrigate your course? Visit the GCI home page to cast your vote.

**AIR IT OUT**

Voice your opinion about a topic or bring attention to something you believe deserves it. Visit our message board at [www.golfcourseindustry.com/messageboard](http://www.golfcourseindustry.com/messageboard) and speak your mind.



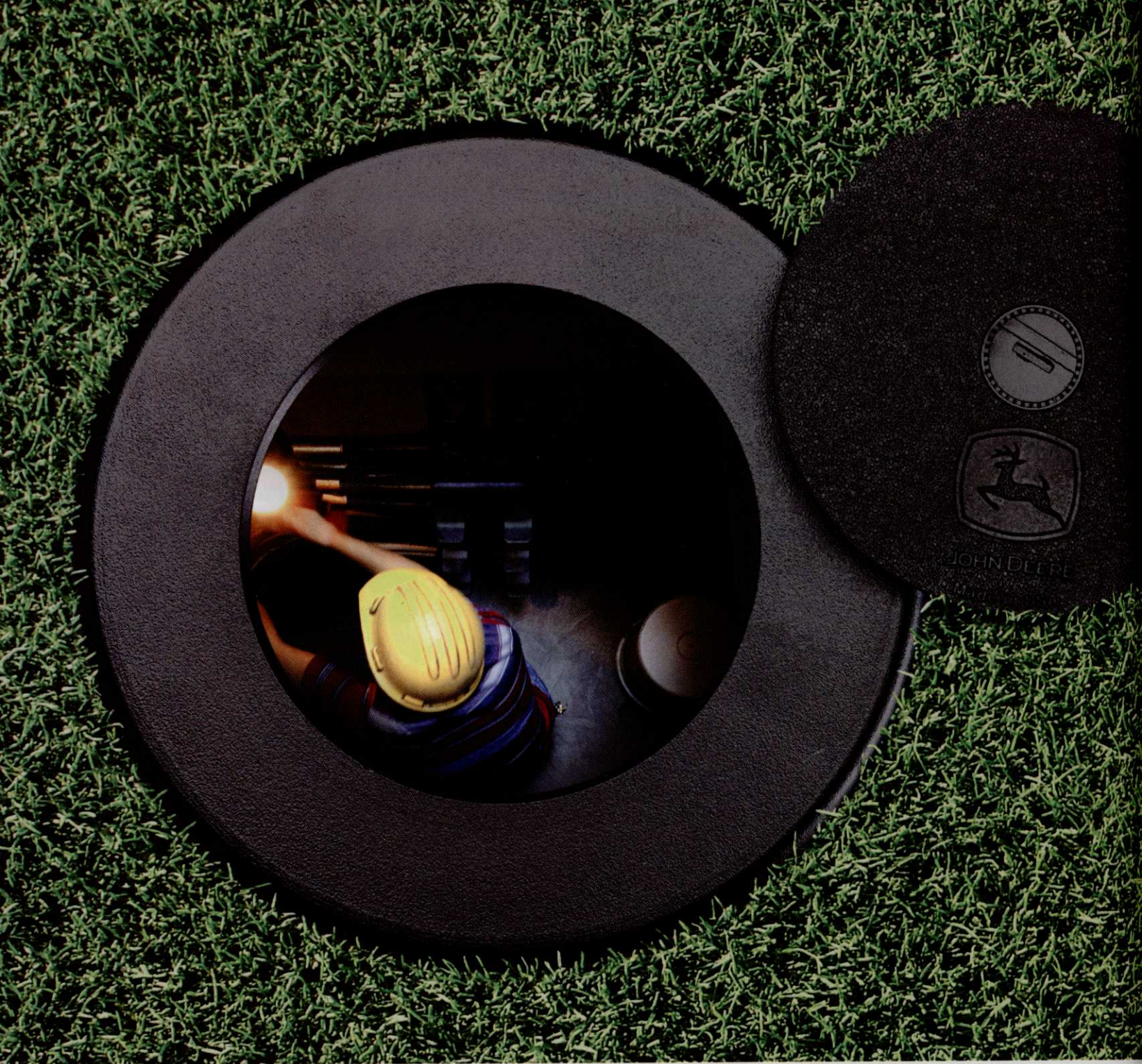
**GCI PODCAST**

John Walsh, editor of GCI, interviews Roots' Scott Inman about biologicals and overall turfgrass health. Visit our home page and click on the podcast icon to listen.

**EDITORIAL MISSION STATEMENT:**

*Golf Course Industry* reports on and analyzes the business of maintaining golf courses, as well as the broader business of golf course management. This includes three main areas: agronomy, business management and career development as it relates to golf course superintendents and those managers responsible for maintaining a golf course as an important asset. *Golf Course Industry* shows superintendents what's possible, helps them understand why it's important and tells them how to take the next step.





...the most...  
...the most...  
...the most...

### ...the most...



EXCLUSIVE  
GOLF  
IRRIGATION  
SUPPLIER

**A little extra care goes into  
everything we do.**



Take irrigation rotors. We inspect them inside and out to ensure they meet the same legendary standards that have made the John Deere brand so trustworthy. No wonder our rotors come with a three-year warranty and are key components of irrigation systems selected by the PGA TOUR®. To learn more about all our irrigation products, visit [www.JohnDeere.com/golf](http://www.JohnDeere.com/golf).



**JOHN DEERE**  
GOLF



**John Walsh**  
Editor

## A UNITED PUBLIC RELATIONS WAVE

**W**ater. Agua. H<sub>2</sub>O. Who isn't talking or writing about it these days? Words such as drought, restriction, conservation and rights are tossed around frequently when the topic of water is discussed. Here in the Great Lakes region, legislators are working to prevent water diversion to thirsty states in the West. Even Hollywood – in the form of ecocrazed Ed Begley Jr. and others – has spoken up. There's no doubt about it: Water is a precious resource, and its use is being scrutinized.

But there are too many people among the general public, as well as state regulators, who believe golf course superintendents are part of the water-use problem. Many of the folks who claim golf courses consistently misuse and waste water are emotional and passionate about the environment. They're also often misinformed or uneducated about the water issue as it relates to the golf industry. Still, they have the ears of politicians, who love to take hold of an emotional issue and run with it for political gain.

In Georgia, drought conditions have been severe – 61 counties skipped level three restrictions and went directly to level four, which bans all outdoor watering. The golf industry has been targeted unfairly.

"Golf, which is a \$3.5-billion business in Georgia, has been mandated to save 97 percent of water when other businesses were asked to save only 10 percent," says Mike Crawford, CGCS, at TPC Sugarloaf in Duluth. "The GCSAA is working with the state to come up with a plan that works for all."

Water use is an enormous issue in many areas of the country that has yet to be resolved. And the severity of the problem is expected to worsen in the future.

So, just like combating activists when it comes to pesticide and fertilizer use, the industry, as a whole, needs to unite to help alter the false perception that golf courses waste water.

Superintendents are good at growing grass but not as good at fighting a bad public relations image. They need help. Aquatrols, the wetting agent manufacturer, is one example of a company helping those in Georgia by mounting a PR campaign to show the general public that superintendents are good stewards of the environment and don't waste water. Rain Bird and Toro are two other companies that come to mind immediately. The GCSAA is doing its part, too. It:

- Meets with legislators and regulators on the national and state levels.
- Provides resources to chapters to help them work with governing bodies at the state and local levels.
- Communicates the expertise of its members to the U.S. Environmental Protection Agency.
- Provides action alerts to members so they can contact and educate members of Congress.

The GCSAA also is targeting employers, avid golfers and nongolfer audiences through publications, symposiums and conferences, as well as through the Golf Channel and other partnerships, such as those with Toro, Rain Bird, ESPN and Fox Sports.

The golf industry needs to continue to increase these efforts in the long term to educate those who have a distorted and misinformed view about water use on golf courses. Currently, it seems the industry's efforts aren't that effective because they're not unified. It needs to flex its collective muscle. The GCSAA can't do it alone. Superintendents, general managers, owners, the various industry associations and even suppliers not directly related to irrigation need to band together – mentally, strategically and financially – to be more effective in executing a much-needed wave of public relations to help set the record straight. It's crucial to the industry's future. **GCI**

We would like to hear from you. Please post any comments you have about this column on our message board, which is at [www.golfcourseindustry.com/messageboard](http://www.golfcourseindustry.com/messageboard).



## GOLF COURSE INDUSTRY

Serving the Business of Golf Course Management

Vol. 20 No. 6

### EDITORIAL

GIE Media, Inc.  
4020 Kinross Lakes Pkwy, 2nd floor  
Richfield, OH 44286  
Phone: 800-456-0707  
Fax: 330-659-0824

### Cindy Code

Editorial director  
330-523-5331  
[ccode@gie.net](mailto:ccode@gie.net)

### John Walsh

Editor  
330-523-5361  
[jwalsh@gie.net](mailto:jwalsh@gie.net)

### Margaret Hepp

Associate editor  
330-523-5384  
[mhepp@gie.net](mailto:mhepp@gie.net)

### Heather Wood

Web editor  
330-523-5348  
[hwood@gie.net](mailto:hwood@gie.net)

### CONTRIBUTING WRITERS

**Terry Buchen, CGCS, MG**  
[terrybuchen@earthlink.net](mailto:terrybuchen@earthlink.net)

### Pat Jones

[psjhawk@cox.net](mailto:psjhawk@cox.net)

### David Wolff

[dgwolff@charter.net](mailto:dgwolff@charter.net)

### EDITORIAL ADVISORY BOARD

**Terry Buchen, CGCS, MG**  
Golf Agronomy International

**Raymond Davies, CGCS**  
CourseCo

**Tim Hiers, CGCS**  
The Old Collier Golf Club

**Laurence Hirsh**  
Golf Property Analysts

**Ted Horton, CGCS**  
Ted Horton Consulting

**Michael Hurdzan, Ph.D.**  
Hurdzan/Fry Golf Course Design

**Pat Jones**  
Flagstick LLC

**Joe Livingston, CGCS**  
River Crest Country Club

**Jim McLoughlin**  
TMG Golf

**Matt Rostal**  
Interlachen Country Club

Golf Course Industry is published 12 times a year by GIE Media, Inc., which also publishes *Lawn & Landscape*, *Commercial Dealer*, *Snow Magazine*, *Pest Control Technology* and *Recycling Today* magazines. GIE Media is a leader in custom publishing, book publishing, database marketing, conferences and special events.

# GO GREEN!



## *The Environmental Turfgrass*

- Save drinking water: may be irrigated with effluent, even seawater
- Use less water
- Use salt to kill weeds
- Use less fertilizer
- Plays great, putts true with virtually NO GRAIN
- One grass tee-to-green

*Grass your course with SeaDwarf,  
the Environmental Turfgrass*

Visit [www.environmentalturf.com](http://www.environmentalturf.com) or  
call 863-452-6595 to find a  
licensed sod producer near you







**Dan Schuknecht** is the assistant superintendent at Talons of Tuscany Golf Club in Ankeny, Iowa. He can be reached at [dsshuknecht@msn.com](mailto:dsshuknecht@msn.com).

## ENSURE EMPLOYEE MOTIVATION

Recently, I read an article addressing motivational issues and the disconnect that sometimes happens between managers and employees, as well as possible solutions to the problem. "Why your employees are losing motivation," by Sirota, Mischkind and Meltzer, was published in the April 2006 issue of the Harvard Management Update. Not surprisingly, motivational issues cause problems with productivity and trust.

The article emphasizes that employers must understand the importance of certain practices to ensure high motivation and commitment from employees. Those practices are instilling an inspiring purpose, providing recognition, coaching employees for improvement, building camaraderie, finding solutions and facing poor performance. The authors' research found about 85 percent of employees' morale sharply decreases after the first six months at a new company and continues to decline thereafter. To reverse this trend, management must fulfill three areas most employees want:

- Achievement – to be proud of one's job, accomplishments and employer.
- Equity – to be respected and treated fairly in pay, benefits and job security.
- Camaraderie – to have good, productive relationships with fellow employees.

The following practices have been proven to maintain employee motivation and morale and will help employers fulfill the three aforementioned areas.

### INSTALL AN INSPIRING PURPOSE

A critical condition for employee enthusiasm is a clear, credible and inspiring organizational purpose summed up in a mission statement, which, if properly conceived, is a powerful tool. Equally important is a manager's ability to explain

and communicate the reason behind the mission to subordinates. The mission statement explains what's important to the organization and its values.

### PROVIDE RECOGNITION

All accomplishments must be recognized by managers, even if an employee is performing tasks he's paid to do, because everyone appreciates a compliment. Recognition reinforces accomplishments and ensures there will be more of them. A few ways a manager can acknowledge an employee's positive actions include encouragement, praise in front of others and schedule flexibility. This is one of the most difficult practices for managers to follow, especially if employees are doing the things they're paid to do. Nonetheless, it's a necessary practice of good employee management.

### COACH FOR IMPROVEMENT

An employee whose performance is satisfactory should be made aware of it. It's easier for employees to accept coaching when they know management is pleased with their efforts, and management is helping better them. Managers need to remember the importance of providing feedback in a timely manner. Managers should record and monitor employees' satisfactory and unsatisfactory actions and use the information in performance reviews, where they can evaluate actions and review the position's expectations.

### BUILD CAMARADERIE

Teamwork heightens motivation. Research shows work also quality increases when employees work in teams. Whenever possible, managers should organize employees into self-managed teams. This typically reduces costs and time. How-

ever, managers should be clear about a team's role, how it operates and management's expectations. Most employees prefer to work with their coworkers. This isn't true in all situations, but if managed properly, teams can serve as a great way for employees to build camaraderie and bond with one another.

### FIND SOLUTIONS

Employees are a rich source of information about how to do a job and how to do it better. This principle has been demonstrated with many different employees, from hourly workers doing the most routine tasks to high-ranking professionals. The best managers find opportunities to have direct conversations with individuals and give employees freedom to operate and make changes on their own, with their knowledge and experience. The keys are to get through negative talk and to have employees focus on solutions to the problems they face. Many times managers understand how difficult a problem or project can be because they've been there themselves. All of us have and will continue to face problems and focus on the solutions that move us forward.

### FACE POOR PERFORMANCE

Managers should identify and deal decisively with employees who don't want to work. Doing this will raise the morale and performance of other employees, who will understand an obstacle to their performance has been removed. Managers owe it to employees to tell them if their performance is unsatisfactory and why, and should give examples. If managers are unfair or inconsistent with employees, good performers get nervous and upset and will likely leave the organization. The best-performing employees need to see an effort being made to correct poor performers. Otherwise, they'll lose respect for managers. **GC**