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makes them feel good about that. A sense of feeling great about the work that you're doing and having that acknowledged knowing that someone's paying attention makes a big difference in people's motivation.

A thank-you note from a manager. Some sort of public acknowledgement. Those kinds of things can make a big difference in motivation.

But also really fundamentally, we find

that people are motivated by having a certain sense of control over the work they do, having the opportunity to make some decisions about the work they're doing. It doesn't necessarily mean that you have to say to someone, "Hey, you get to make all the decisions, go do whatever you think is right." But to say, "Here's what we're trying to accomplish, what suggestions do you have for how we can do that?" or "Hey, do you have any ideas on how we can improve upon this?" It's incredibly motivating for people to feel like they have a sense of some control about the work they get done and how they get it done.

To revert to the old-school model that says "I will tell you exactly how to do everything, exactly how much time it should take to do everything, exactly what the end result should look like and check in on you frequently," is essentially reducing someone to a machine in a sense. To say, "You're going to do the things I control," versus being engaged in figuring out the process with you and deciding and making suggestions which tends to create a much more human work environment and again often results in better results than you would've done on your own.

SO WE'RE TALKING OPENING THE FLOOR DURING THE MORNING MEETINGS? That can certainly be a place to do it, though one of the things you want to be careful of is, you can lose a lot of time and momentum by engaging too many people in that discussion. So if the people in the room are all stakeholders in a particular project then having them all involved in the discussion will be helpful. In that case it probably makes more sense to consult with the team leader, have the team leader have that discussion with their employees and to sort of separate out, even get out there with the team, say "OK guys, here's what I'm trying to tackle, what ideas do you all have?" It's difficult to have a bunch of people in the discussion that don't really have skin in the game. So you really need to figure out who are the stakeholders, who you need to be engaged in the process and then conduct those discussions individually or in small groups.



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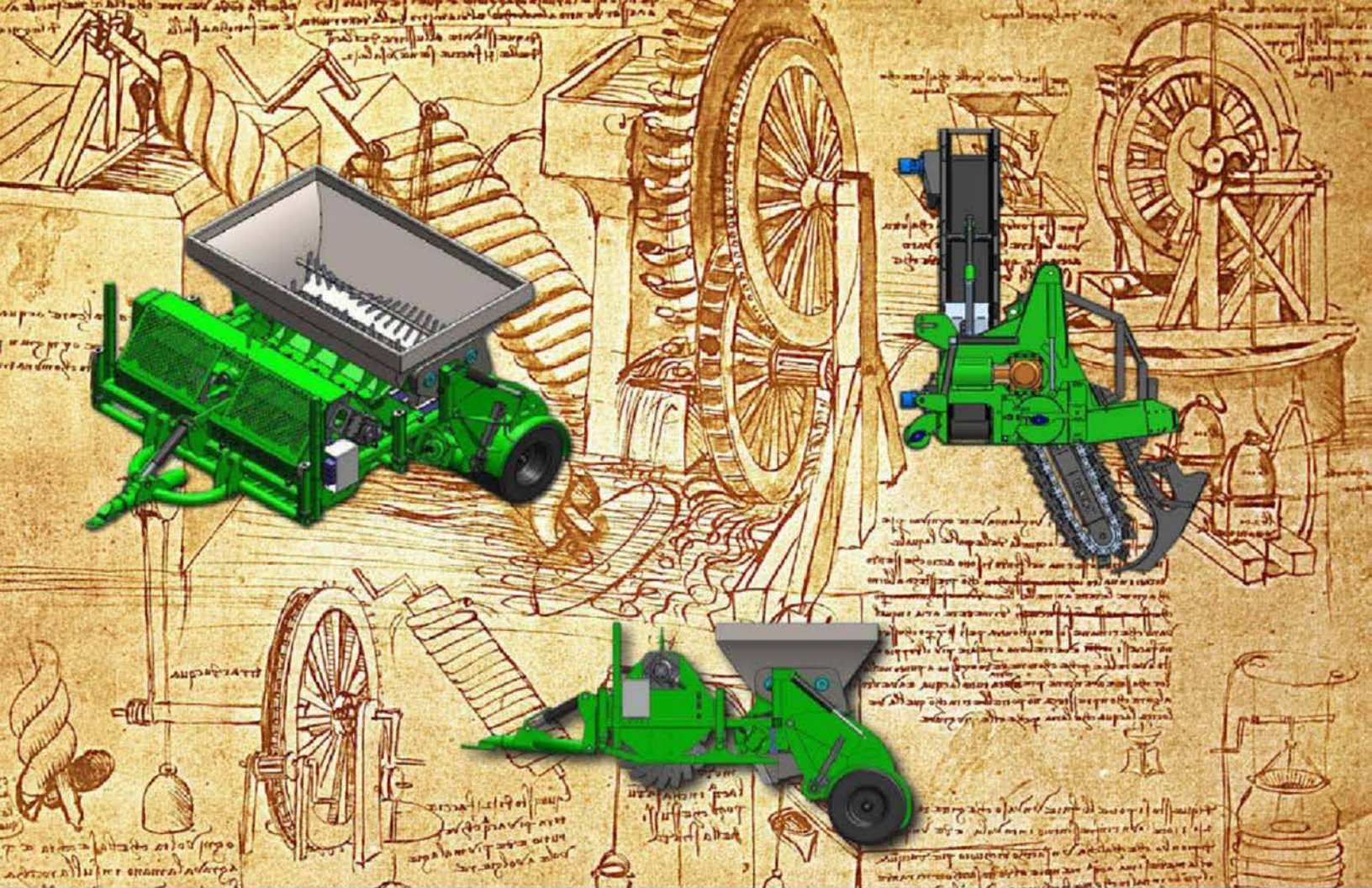
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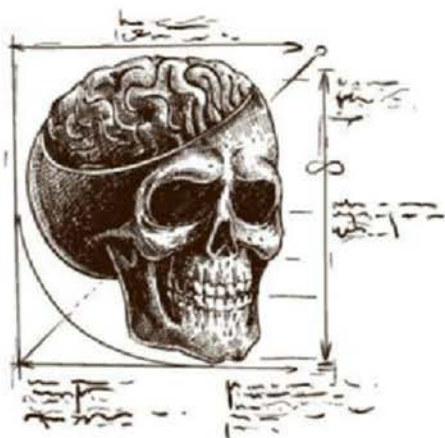
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COVER STORY



SO IS EVERYTHING WE DO A NEGOTIATION?

I think it's important to recognize that every interaction you have is setting you up for some future negotiation. Some people would say every interaction is a negotiation to some degree. And I don't think that's entirely true, and I think sometimes we're just having a conversation. But I think that one of the fundamental things that we know about negotiation is that having a strong relationship already enhances your ability to have a successful negotiation. Don't kid yourself into thinking that you can treat your employees like employees for a year and then when it comes time to negotiate salary for example that suddenly they're going to be open to negotiating. Build the relationships throughout and build that collaborative mindset and collaborative mentality every day as you have your day-to-day discussions and meetings and interactions so that when the time comes that when you need something and you are entering into a negotiation, you've already got the relationship established. You've got the goodwill and you've got the mutual trust. In a sense, everything that we're doing day-to-day is preparing us for a potential high-stakes negotiation in the future.

WHAT ARE SOME MISTAKES WE CAN MAKE

IN GETTING STARTED? Making an abrupt, complete change in your work style is actually going to undermine trust, even if it's a positive change. People will be looking at you, going "What the heck happened to you?" And it makes it difficult for them to trust you. So what you want to start with is setting a goal of changing something about the way you interact that's going to get you closer to that

integrative bargaining kind of mindset. So rewarding people and acknowledging people for the work they're doing, asking a few people each day for their input into something, or demonstrating to people that you're willing to offer some kind of reward for working with you and working collaboratively.

And if you can start putting down those kinds of foundational building blocks, then over time you can set goals of gradually changing your own behavior and you're going to find that it also gradually changes your team's behavior so you get what we call a "virtuous cycle." So that I do something that helps you to feel good about your job, and that gives you that little bit of extra kick so that you're willing to put in a couple extra minutes or a couple extra hours when needed to get something done and that means we accomplish something even bigger. We've got success to build upon. Starting to create that virtuous cycle and then gradually adding more collaborative behaviors into it is the way to do it, though you probably want to do it over a series of months and not try to change everything all at once because we know that trying to change everything all at once just doesn't work. You can't lose weight, quit smoking, quit drinking and start exercising on the same day and think that you're going to be successful at all of those things.

One last important thing: If you are going to commit to what we're talking about, you've got to be willing to let people make mistakes, and you've got to be willing to say, "When you make a mistake, I've got your back and we're going to work through this together." If you expect people to immediately know exactly how to do everything and you don't give them any opportunity to make mistakes, then this is going to fail because the moment that a stressful situation arises, you're going to step in and go back to your old management style. You've got to be willing to accept that mistakes are going to happen and that helping people to learn from that is going to enhance everybody's ability to do their jobs.

Kyle Brown is GCI's associate editor.

by Bruce Williams, CGCS

You can always get what you want...

... you just need to negotiate. Bruce Williams outlines the aspects of your professional life where you should wheel and deal and how to come out on top.

Every day of our lives we are involved in negotiation of some type. It may be with families, employees, employers or our members. Highly successful superintendents embrace negotiating because these skills serve them well in many areas of the profession.

COMPENSATION. There is an old adage that you should get an honest day's pay for an honest day's work. While it's doubtful anyone would refute this notion, the real question is how to position yourself financially in a vast market of superintendents.

First, know your market. What are the highest paid positions, the lowest paid positions and the median? What was the compensation of the former superintendent at your facility? What is the compensation of the pro, manager and any other key employees? Knowledge is power in any negotiation. Don't guess. Some of the best compensated areas for turf managers have had decades of sharing information between superintendents.

Timing is everything. Why would you want to negotiate a contract in the winter months if you are in Chicago? Pick your high season when golfers and employers most value your skills and negotiate then and when the course is in top condition.

If your course is one of the top courses in the area, state, or country then use the GCSAA Compensation Survey data to back up your side of the negotiation. Once you convince your employer that you are not being paid a fair and reasonable wage beginning working on the right number. Just like in football, don't try to go 95 yards on one play. Instead, develop a strategy to

get where you should be over a couple of years. If you are \$30,000 behind the average, then consider a \$10K per year raise over three years. If they balk, then indicate the out-of-pocket cost of this raise will be absorbed into the overall budget.

Remember, compensation is not always about money. It includes benefits, too. Don't overlook non-cash compensation. I have negotiated housing allowances for superintendents and even equity in homes to lock them into long-term agreements. If your club indicates they are not giving out raises and you counter with taking another month of paid vacation in lieu of a raise, then imagine the value of an extra month off during the length of your contract.

CONTRACTS. Contracts, when properly written, protect both the superintendent and the employer. Contracts should specify the details of employment and, most importantly, the length of employment. If you have a 3-year contract that expires in 30 days, then you have a 30-day contract. Add an automatic rollover into your contract so if neither party chooses to end the contract, it will roll over for another year or more. In essence, this gives you a year's notice of any end to the contract.

If the club doesn't do contracts, then know that as many as 80 percent of club managers reported to CMAA that they had contracts. So if you work at a private club it is likely the club has at least one contract and should be willing to have one with you.

Clubs and lawyers don't tend to like the word "contract," so an alternative is letter of agreement. Remember, it is best to have a document indicating separation terms should this occur down the road. It's always

best to negotiate severance when you are hired rather than when you are fired.

BUDGET. A budget is a guide for the cost to run the golf course. It dictates the course's overall plan and conditioning. All too often I visit clubs with champagne dreams and a beer budget. The budget must mirror your ability to provide the desired conditions. If all are to be happy, it is imperative to either raise budgets or lower expectations.

Consider programmatic budgeting. When trimming the budget it is difficult to trim programs than to trim dollars. When asked to eliminate a couple of full-time employees counter with the fact that X-amount of annual man-hours will be lost and that will be visible in specific areas.

Superintendents are great at doing more with less. However, there comes a time when there is no more fat to cut. If a you doesn't negotiate what you need to get the job done, then it is a matter of time before someone new fills your spot and the budget he needs to please members.

NEEDS FOR THE GOLF COURSE. Undoubtedly you will find occasions in which you will need to work with other departments at your facility. The kitchen wants an 8 a.m. shotgun so they can serve lunch at 12:30. The pro shop wants it even earlier so they can turn another group out at 1 p.m. and maximize tee times for the best revenue. What matters most is the success of the facility and not any one department.

Can you get the course ready by 7:30 a.m.? Where there is a will there is a way. Find ways to make things happen and negotiate the purchase of equipment or extra manpower and equipment to accommodate the needs of other departments.

Each day provides an opportunity for superintendents to negotiate. If you find yourself coming up on the short end of such negotiations, then it is time to learn how to walk away with a win-win outcome in most negotiations. Read a book, watch a video or take a seminar on negotiation. If you only come away with a few ideas, then you still are much better off in the long run. **GCI**

Bruce Williams, CGCS, is GCI's senior contributing editor.



Henry DeLozier is a principal in the Global Golf Advisors consultancy. DeLozier joined Global Golf Advisors in 2008 after nine years as the vice president of golf for Pulte Homes. He is a past president of the National Golf Course Owners Association's board of directors and serves on the PGA of America's Employers Advisory Council.

BETTER TO BE SMART THAN LUCKY

Capitalizing on the top factors influencing golf development and operation.

Golf is experiencing dramatic change as the economy recovers and as people attracted to the game revise their list of wants and needs. While the changes create anxiety, the alert and savvy see opportunities to seize the moment.

Remember the question Dirty Harry Callahan posed, "Do you feel lucky today?" You should feel lucky because the three primary factors influencing golf development and operation are easy to recognize.

HOUSING'S EBB AND FLOW. The expansion and contraction of the housing industry largely influences the macro-economic characteristics of golf. Almost all top 100 metropolitan statistical areas are over-supplied with golf courses and country clubs. Like Harry Potter's Sorting Hat, the end-game for most golf businesses hinges on the choices they make. Wise choices will yield satisfying results; poor choices will leave you in Slytherin House with the Dark Wizards.

The National Association of Homebuilders forecasts favorable growth patterns from the housing sector, which accounts for 17 percent of the Gross Domestic Product. Based on population growth, the NAHB estimates that 17 million additional new homes will be built over next decade.

Golf will prosper in markets with steady growth prospects. Phoenix, Sacramento, San Diego, San Francisco and parts of greater Los Angeles will have a good run in the West. Dallas, Houston and San Antonio will continue their favorable trends in the Southwest. In Florida, Naples and Vero Beach on the east coast and Ocala and Tampa on the west are growth markets. Golf also will grow

where there's a convergence of state capitals and state universities. Austin, Texas; Lincoln, Neb.; and Madison, Wis. are examples of places where stable local economies are fueled by steady employment statistics.

WOMEN HOLD THE PURSE STRINGS. The second change involves customers. In the past, courses and most country clubs benefitted from a work culture driven mostly by men who received club memberships as an employment perk. Now, women are the primary customers. In her book "Marketing to Women," Martha Barletta notes that 91 percent of home-purchase decisions – which often dictate school

lifestyle. Lifestyle speaks to wellness, inclusivity, safety and security. Golf has long sought to define itself in terms of exclusivity and tradition.

Consider the lifestyle at your facility. Does it welcome children, women and families? Do you emphasize responsible environmental stewardship? Does the staff – from the GM down through the ranks – demonstrate that they offer a safe haven for children and families? Is the junior program – for all sports and interests – integrated into the club's overall activity plan?

BENEFITING FROM CURRENT TRENDS. Here are three tactics to help you tap

“ Understanding change helps golf business leaders anticipate and plan next steps.”

districts and club memberships – are made by a woman.

If you're selling memberships, golf leagues, weddings and special events, your customer is a woman. As more women take their places on club and corporate boards, the influence of women on golf will grow steadily.

Golfers seek fun and friendship in their memberships. They want fitness and fresh air, too. Women also want to see their families accommodated. Therefore, focus on communicating and consistently supporting the needs and values of the changing customer base. Those who do will grow stronger and increase their capture of wallet and market share.

LIFESTYLE IS A BAROMETER OF SUCCESS. Finally, the term to describe what people want from golf is

into the changing marketplace.

- Make the course interesting and fresh in the eyes of golfers. Maximize their engagement by conducting focus groups and town hall discussions to determine what improvements and changes will be most beneficial.

- Integrate interesting and engaging short courses within the existing course to signal your commitment to children and families. Invest in the equipment, scorecards and tee markers to demonstrate a commitment to these critical audience segments.

- Update the practice area with short game target greens for pitching and chipping. People with extra time on their hands can practice with or without friends. Short-game practice is popular with more than 60 percent of the respondents to the latest Del Webb survey of baby boomers. **GCI**

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2014 WEED ROUND UP

A region-by-region breakdown of the weeds to keep an eye on this season.

By Rob Thomas

Humorist Dave Barry once said that crabgrass has the uncanny ability to grow on a bowling ball in an airless room with no way to kill it other than nuclear weapons. It's a funny assessment, and it might be true, but it's no laughing matter for turf professionals.

While romantics may simply view weeds as plants with a desire to grow, superintendents see them as Public Enemy No. 1. Luckily, the experts are here with their predictions on this season's weed pressure.



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Southwest

Bowling balls aside, crabgrass is the real problem in the Southwest, says Kai Umeda, turfgrass extension agent for the University of Arizona. In the low-desert region, crabgrass and southwest cupgrass begin appearing between March and May. Nutsedge will start appearing as early as February in warmer, more exposed areas.

"It takes close inspection to confirm what you are dealing with," says Umeda.

"Crabgrass and cupgrass look very similar, but cupgrass does not have any visible hairs on the stem or leaves. The seedheads are also distinctly different, but it is too late to control when they appear. Use a hand lens to observe the hairiness around the collar region of the leaf and stem," he says. For identification, Umeda recommends using 'Weeds of the West,' a publication from scientists at the Western Society of Weed Science.



Southwestern Cupgrass



Crabgrass



Poa annua

Mid-Atlantic

Poa annua and, to a lesser extent, clover continue to be challenging spring weeds in the Mid-Atlantic, says Elliott L. Dowling, agronomist with the region's Green Section.

"For most superintendents, these two weeds in particular are the easiest to identify. Poa can be challenging if seed heads are not present, which they typically are in the spring unless preventative applications were made. If in doubt, consult a colleague or ask any Green Section agronomist. They will be happy to help," he says.

"Additionally, weed identification apps are a valuable tool for any turf manager. I recommend downloading one on your phone. They are quick and easy to use. If you're still unsure, reach out for help."

Darin S. Bevard, director of the Mid-Atlantic Green Section, also stresses the importance of proper identification and diagnosis.

"The first thing to do is to ask another superintendent for help if you need immediate input," Bevard says. "With modern technology, it is very common for a superintendent or assistant superintendent to send me a picture via text or e-mail. Sometimes I will be on a visit and someone will show me a weed and ask me what it is. It is critical to properly identify weeds so that the best course of action can be selected for control."

Once identified, the best method to treat the weeds depends on the turf surface, says Bevard.

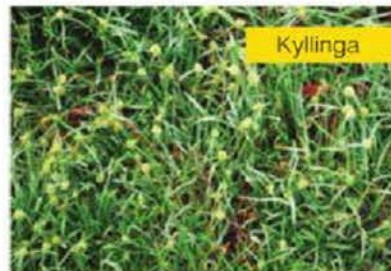
"The first thing that should be done is to make sure that whatever herbicide you select for control will not injure any desirable grasses or at least be certain that the extent of injury can be tolerated for a period of time."

Mid-Continent

Charles "Bud" White, director of the Mid-Continent Green Section, sees crabgrass, nutsedge, kyllinga, and goosegrass as the major weeds in his region.

Fortunately for superintendents, they are fairly easy to identify.

If you're looking for a little extra help, White suggests the University of Tennessee extension website, which is "especially good with identification info."



Kyllinga



Goosegrass