



2000 WGCSA Spring Educational and Business Meeting

By **Mike Berwick**, Golf Course Superintendent, Golf Courses of Lawsonia

A group of 96 golf course superintendents, assistants and affiliates gathered at the Ramada Inn in Fond du Lac on Monday, March 6 for the annual Spring Education and Business Meeting. Unseasonably warm weather reduced what may have been a record attendance for this event as a number of pre-registered attendees became no shows due to opening of their golf courses.

The educational portion of the meeting was put together by the GCSAA and ETONIC as part of the Etonic Leadership Series. The speaker was Mr. Gerry Sweda of Sweda Training and Development Services. His presentation "Bringing Out the Best in the People You Manage" was a "workshop" in managing human resources. During lunch, Dr. John Stier addressed the audience with information on the Turfgrass Industry Survey that he has been working on with the Wisconsin Agricultural Statistics Service.

The afternoon began with a presentation by Ray Davies of the GCSAA on the Professional Development Initiative (PDI). The rather long day ended with a brief annual business meeting presided over by the association's new president, Kris Pinkerton.

Mr. Sweda's presentation began by describing management and the act of managing as a profession that is very difficult with universal problems and that is mastered by very few.

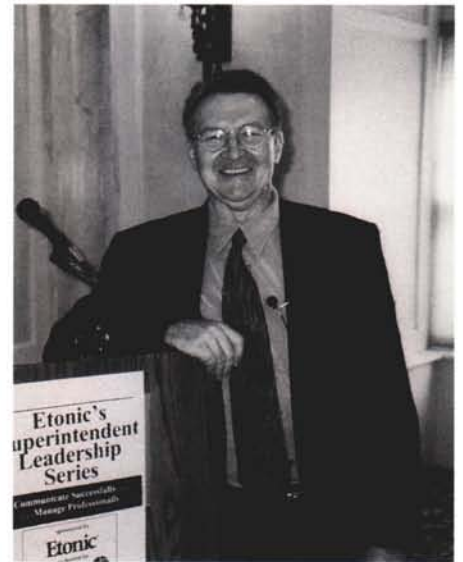
He stated that change is constantly taking place and those who fail to change may be putting their futures in jeopardy. Some "management truths" mentioned were that you can't do it all yourself, your success depends on your abil-

ity to manage your workers, whose performance ultimately controls your destiny, and that you need to find a way to get your workers to put forth their best effort.

Sweda explained that performance was a function of ability times motivation times role perception.

He showed a pyramid diagram where top management should determine direction and establish goals and objectives. Middle management should formulate strategies and develop action plans to accomplish the goals and objectives while the workers and doers should execute the action plans. He stated that we should never try to figure out what top management (golfers/members/owners) want because it could be detrimental to our job security. What we think they want and what they really want may be entirely different.

A major concern for managers is the productivity of the workers they manage. Some examples of poor worker performance were work that had to be done over, not doing enough work, working too fast or too slow which could cause scheduling problems, and doing the easy work instead of the critical work. These problems cause costs to increase and income or



Management Seminar leader Gerry Sweda.

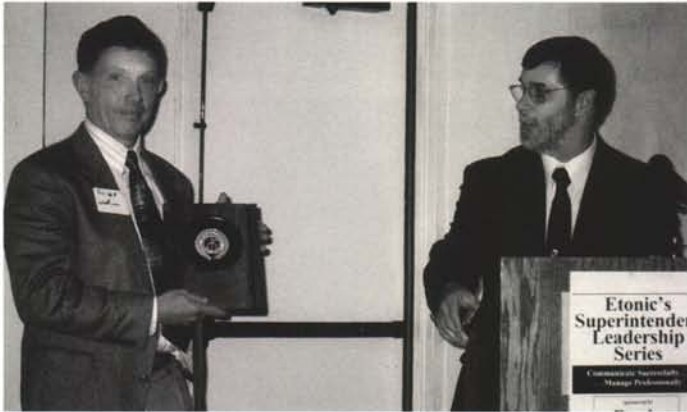


Jim Shaw accepts congratulations from WGCSA director Mike Kactro.

AMETEK® ACCESS BOXES

Manufactured in
Sheboygan, Wisconsin
Specify **AMETEK** ACCESS BOXES —
A Wisconsin Product!





James Hall was introduced by Mike Kactro, who presented him with his 25 year member plaque.



Mark Kienert received his 25 year member plaque.

revenue to decrease and the business therefore suffers. The response to these situations is to cut the budget and hold the line on spending, cut the number of workers and expect the manager to do more with less. This all produces more stress, less job security and job satisfaction.

In order for a manager to "raise the bar of productivity" above a level where the worker just gets by, he must improve the worker's performance in four areas: 1) the quality of work being done, 2) the quantity of work being done, 3) the efficiency of the work being done and 4) the cost of the work being done. Basically, you improve productivity by improving employee effectiveness.

Sweda said that "effectiveness" was essentially doing the RIGHT things, doing them the RIGHT way and in the RIGHT amount of time. He also stated that unfortunately, the odds are in favor of ineffectiveness by a factor of seven to one.

Mr. Sweda went on to explain that the best way of accomplishing this goal is to have a system that improves productivity. The value of a system is that it can be consistent, it becomes habit, it can be adaptable to different situations and it is teachable to others.

Sweda's System of Managing that Improves Productivity was based on setting standards of what

the finished product should be, regarding quality, quantity and efficiency. This activity that he called **Establishing** is needed because of the three forces that are working against you: 1) the individual left on his own would establish a standard lower than acceptable, 2) the group as a whole tends toward average levels or mediocrity, and 3) unofficial leaders of the group also have different standards than you would have.

The rest of the system involves **communicating** the standards, **addressing** deficiencies before they get out of hand, **instructing** or training and showing employees what you want, **counseling** which is a more serious way of addressing the deficiencies or problems, which may include probation or other disciplinary actions, **replacing** if counseling doesn't work, and finally **recruiting** which involves selling the job or business and its values to prospective employees.

Sweda claims that even with this system in place your success is not guaranteed. You still need the employee's best effort; that you can only get if they give it to you.

This "discretionary effort" is the difference between the maximum effort and care an employee brings to the job and the minimum amount required to stay on the job. Sweda claims that you also

need a System of Motivating that Maximizes Productivity.

The system involves the following concepts: 1) **Connecting**, which includes formal orientation to the job and developing both physical and mental awareness and pride in the business or company. 2) **Exchanging**, which involves learning what the employee's expectations of the job and company are. 3) **Developing**, which is training of the staff for their betterment on the job and in life. 4) **Empowering** that enables them to do and enjoy their jobs better. 5) **Recognizing**, which rewards them for doing a good job, and 6) **Mentoring**, which Sweda explained, is akin to parenting.

The combination of all of these is what makes a true leader. Sweda said that there are two kinds of leaders. One kind takes you places where he wants you to go, while the more beneficial type of leader takes the followers to places they want to go.

In conclusion, Mr. Sweda stated that getting maximum performance from the people you manage is a difficult challenge but that the rewards that are possible for those who do suggest that it is in your best interest to get better at this aspect of your job. The key is to be willing to work at it.

Dr. Stier's presentation about the Turfgrass Industry Survey included background on the roots of this type of survey and what it can do to ben-

efit the industry as a whole. He explained his futile attempts to get the survey process going due to lack of interest by the Wisconsin Agricultural Statistics Service which considered the turfgrass industry in Wisconsin to be too small to justify a survey. He finally got lucky when a phone call reached a person who had experience with turfgrass surveys in other states and was willing to help out. In no time at all the process was under way and is reaching the point now that you should have received the two part survey sometime in late February.

It is important because the results of this survey should reveal the enormous size and economic impact of the turfgrass industry in the state and be a tool for receiving both public and university support and funding for continued research, new processes and legislative efforts. Dr. Stier also explained how this survey is being funded and that the total cost would be near \$100,000. The results are expected to be tabulated and may be available as early as next years Turf Expo in January.

Ray Davies of the GCSAA gave an informational presentation about the GCSAA's Professional Development Initiative. The mission of the PDI is to improve the competencies of superintendents and to improve playing conditions resulting in greater enjoyment of the game for all that are involved.

Mr. Davies discussed the history of the PDI and the basic concepts that went into its development. The bottom line of the PDI is to create a minimum competency level that employers can expect from a superintendent with a Class A rating.

At this point in time a Class A status only indicates that you are currently and have been a superintendent for three years and that you have paid your \$250 dues to the GCSAA. The program will be a self-assessment program and will provide means to improve your competencies in areas where you may be

weak. A booklet was handed out that adequately explains all the parts of the PDI. The booklet is available from the GCSAA and the GCSAA web site also has a section explaining the PDI and its components. Part of Mr. Davies objective for this presentation was to gain feedback from members and try to answer any questions that we as members may have about the PDI. Postcards were passed out for submitting questions and concerns to the GCSAA and Mr. Davies also stated that any questions, concerns or suggestions could also be e-mailed to the GCSAA. Mr. Davies stated that the GCSAA will be conveying information about the PDI through GCM magazine and Newslines, and the committee would be reviewing all the feedback gained from these presentations to chapters and other information submitted over the next few months.

Hopefully, the program would be at a stage that it could be voted on by members at next year's GCSAA Conference and Show. There will be a pilot test of the program from March of 2001 to March of 2002 if passed. The program is scheduled for implementation in July of 2002.

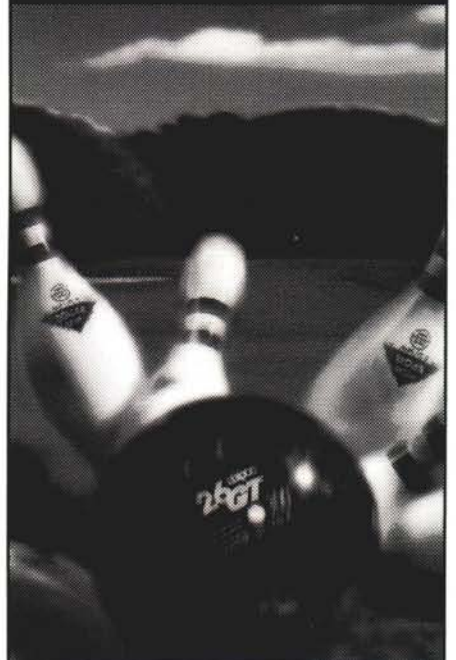
Mr. Davies stressed that this presentation was not a "sales job" and stated that the committee will change the program according to what the members want. He said they want a program that will benefit and be acceptable to as many people as possible.

The association's business meeting moved along quickly with officer and director reports. President Pinkerton explained a voluntary donation check-off that will appear on the monthly meeting registration slips for the coming year to benefit the Turf Disease Diagnostic Lab (TDDL) at the O.J. Noer Center. Hopefully we can help keep this beneficial service available to all of us. The 2000 budget was presented and a vote was taken regarding the approval of the scholarship and research disbursements for this year.

Newly elected Board Member Mike Kactro presented 25 year awards to the following members: James Hall, Jerry Kershasky, Mark Kienert, James Shaw, and Bill Roberts.

The next meeting is scheduled for April 24th at Evergreen C.C. in Elkhorn, WI. Hope to see you there! ♣

**NOTHING KNOCKS
DOWN
TOUGH TURF
DISEASES
FASTER THAN NEW
CHIPCO® 26GT.™**



RHONE-POULENC AG COMPANY
P.O. Box 12014, 2TW, Alexander Drive
Research Triangle Park, NC 27709
1-800-334-9745