

MANAGING, LEADERSHIP: A MEASURING STICK

Competent leaders and managers are an amalgamation of loyalty, hard work and perseverance. They are also people who are efficient and effective in their dealings with others. And they always are growing and looking for ways to better their organization's stature and position.

There are several areas into which you can look to see how you measure up as a growing, competent manager and leader. Some of the areas include:

1. **Technical Competence.** Knowing what you are doing is important, but you must keep adding to your store of knowledge if you are to remain competent. Pesticide application is a complicated and fast-growing area. Anyone wishing to remain competent in this area must keep abreast of all the government rulings and investigations on pesticides used by the superintendent. Your technical competence is insured by keeping up with change, rather than behind it.
2. **Resourcefulness.** A competent person is one who is resourceful. He's the type you can go to for answers. If he doesn't know about something, you can be sure he knows how to find out. A healthy curiosity keeps the resourceful individual growing and changing to benefit himself and his organization.
3. **Efficiency.** Anyone can get things done eventually. But the competent manager gets things done now. He is organized and makes good use of his time. He deals with one task at a time until it's finished and then goes on to the next.
4. **Reliability.** An efficient person is reliable. Reliability is a most important ingredient for anyone who manages. When a reliable person is given a task, you know that it will get done and you can count on it being done correctly and quickly.
5. **Working with others.** A skillful manager knows how to work with and through others. He delegates authority to subordinates to strengthen their authority so he can be relieved of some of the workload. Subordinates become extensions of himself, but he remains responsible for their actions.
6. **Awareness.** A manager should be all ears and eyes. He should be alert to everything that is happening around him nationally, in the community and in the golf course industry. He should also assimilate the information and be able to see the effects such events have on the organization and to be able to use or discard items as necessary. There is a good deal of "politics" in any organization. Be aware of it but don't get involved. Have a thorough knowledge of the political structure of your organization and be able to predict what will happen if it changes.
7. **Open mindedness.** Always consider what the other person feels. Be able to see the other person's side. Try to avoid value judgments. Determine why something is wrong, not who is wrong. If you disagree with an idea, make it clear that you are disagreeing with ideas rather than attacking the person. Most important, be able to laugh at yourself, to keep your sense of humor.
8. **Self-confidence.** Self-confidence is developed through preparation. Get adequate sleep, nourishment and exercise to keep physically fit and mentally alert. A clear mind is needed to think through problems, analyze, seek alternatives, consider consequences and develop plans.

With introspection and diligent dealings with others, a manager can measure up to quality leadership. As a manager grows, so does the organization.