

MAXIMUM EMPLOYEE UTILIZATION

The best executives, those who climb highest in any organization, are those who get the job done on time and with a minimum of uproar and confusion. Those who try to keep a finger in every pie, hustling all the time to try to do everything themselves, are as much a failure as those who delegate everything and let every situation get out of hand.

In other words, your success is directly tied to that of your employees. Your appraisal of their capabilities and your willingness to trust them to take care of important details is as important to your managerial performance as your own abilities. If you can get your employees solidly behind you, your unit's productivity will go up and many of your major headaches will solve themselves. On the other hand, if your problems and needs as a supervisor leave your employees cold, chances are those problems are only beginning.

Employees who believe in what they are doing and the person for whom they are doing it are much more willing to make personal sacrifices in times of crisis and difficulty. They will display a higher level of interest and enthusiasm in their work and their attitude toward your organization and your department will be more conducive to a high level of performance. A healthy sense of teamwork and harmony will make your employees proud to be part of your group and keep things running smoothly even when you aren't around to supervise. When your people are solidly behind you, they will help boost your personal image by thinking well of you among themselves and speaking well of you to others. Finally, as you prepare to move up the ladder in your organization, you will be in a better position to develop and groom key aides to take over your job. The question is, how do you instill this loyalty in your employees? How do you keep their morale high in a business that runs the gamut from very slow times to periods of frantic activity?

One good way is by recognizing their achievements, abilities and talents. Everyone has an ego that likes flattery. Deserved praise and recognition from the boss go a long way toward motivating an employee. Many bosses think the content of an employee's pay envelope is thanks enough and when they want to reward someone, they give him a raise or bonus. The additional income is always welcome but public recognition can sometimes go just as far toward making an employee feel valuable. Design a series of certificates or wallet cards for such skills as fairway maintenance or chemical application. After all, these are important skills and employees who are proficient in them deserve to be recognized. Of if your club has an employee newsletter, make sure your people who deserve it are prominently mentioned.

By recognizing skills and encouraging employees to develop their abilities, you can make them feel that they are a valuable part of your organization. When they feel good about their jobs and are motivated to be more productive, they make you look good. And all you have invested is a little time and consideration.

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