

Some superintendents gave qualified responses. They would again choose the profession, but only if some conditions could be changed. Getting a formal education in turf management was mentioned as one prerequisite. The chance to work by choice, not need, seemed to concern one person. One superintendent explained, "This is not an ordinary job. You have to be dedicated to the course and have a staff that is also dedicated. You need to have your heart and soul in it to make it work".

Those who gave negative responses mentioned low salaries, daily frustrations and catering to golfers' whims.

As in most surveys the variables determining the degree of accuracy are numerous. Detracting from this survey is the fact that all Class A Superintendents did not reply. Also, the number of superintendents who have left the field is indeterminate. It is quite possible, too, that the superintendents who did respond are the ones who are the most satisfied with their careers. Of all the assumptions that could be made, however, the one that is most likely correct is that those who didn't respond had more important thoughts on their minds than filling out survey.

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Making Employees Motivate Themselves

You can't motivate your employees, but you can change the work climate so employees motivate themselves. It's a matter of creating an effective work climate and making your managerial expectations clear.

Offer clear directions so that employees know what to aim for, rather than forcing them to guess and perhaps make poor decisions. If they know that personal attention is being given to their work, they will take more pride in it.

Show by example what you consider important because your workers will emulate your work patterns. If you come to work late every day, how can you expect your employees to report on time?

Reserve rewards only for performance beyond expectations and specify up front what performance is -- rather than deciding afterwards that a special effort was made.

Promise only what you can deliver. The promises will be remembered, but the contingencies won't.

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