

Building a Professional Management Team

A Superintendent's Approach

By Rob Panuska
Waseca Lakeside Club

Now that your TEAM has agreed to COLLABORATE in the management of your facility, the next step in the process is for each team member to get to know the others. In our discussion Fred Taylor and I talk about:

Get to Know What Makes Each Team Member Tick

This is nothing more than getting to know where each person is coming from in his or her own decision-making. In other words, what's important to them. We talk about the values that we have as superintendents and as managers of turf on a golf course.

Examples of values that we as superintendents' include:

- Tend to be more technically oriented.
- Enjoy outdoors and working with our hands.
- Interested in sports.
- Tend to be driven by goals and objectives.
- Motivated by compliments.
- Hold a very strong pride in our course and our work.

Each person has his or her unique characteristics. By getting to know each other, you will have a better chance at understanding how decisions are based. It is also important to point out that the opposite can apply as well. As an example, most people are totally turned off by criticism. As managers we have either been treated this way or maybe even applied this type of "motivation," the result of which usually is very negative and counterproductive.

A Golf Professional's Approach

By Bruce Anderson
River Oaks Golf Course

As a TEAM MEMBER you expect your fellow team members to enjoy you and your working environment. One of the best ways to show your actual concerns and appreciation for others are the three "C's." The three C's consist of do not criticize, condemn or complain.

Criticism is easy, sincere appreciation, for a job well-done takes time and planning. Give a thank you to your superintendent or golf professional for going that extra mile and informing team members of compliments rather than complaints.

Be a leader. Work on people skills. Create an eager want from your team. Talk about your mistakes before criticizing the other team member(s). Ask questions before giving direct orders. Give the other person a fine reputation to live up to. Be a good listener. Talk in terms of the other person's interest. Show respect for the other person's opinion. Never tell others they are wrong. Most of all, become genuinely interested in the other team members. Be a TEAM MEMBER!



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