

## Leadership Skills-

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statements. Consider making a list of the major areas in which you have decision making responsibility. Identify areas in which you tend to divert responsibility for decision making. Analyze your concerns about making decisions. Find common patterns. Consider what indecisive behaviors you have. Do you turn to others immediately? Do you have a tendency to second-guess yourself?

As employees grow in capability and

responsibility, they encounter situations in which they must make difficult decisions. Sometimes they turn to their manager to make these types of decisions for them.

*To help employees develop confidence in their ability to make tough decisions, how have you challenged them?*

Roger would do this by trying not to give them the answer, but rather help them by talking through the issue and leading them to a decision. The amount of guidance you give your employees may vary depending upon their level of expert-

ise and experience. Recognize employees' independent decision-making and initiative. Even when employees make poor decisions, take the time to reward their initiative. Then talk through what went wrong and suggest ways to do it differently in the future.

I would like to thank Mr. Prigge for his time and hope everyone has taken something from this article.

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(Note: If you have any ideas for future "Management Matters" articles please e-mail me at [jryan@northlandcountryclub.com](mailto:jryan@northlandcountryclub.com).)

# CLASSIFIED ADS

### FOR SALE

15 Par Aide ball washers, various models plus miscellaneous parts. \$10 each or entire lot for \$100 Ryan GA 60 Fairway aerifier. Unused for several seasons. \$2,000 or best offer. Jacobson 1471 Triplex mower. Unused for several seasons. \$500 or best offer.  
Contact: Jeff Normandt  
Maple Grove Country Club  
West Salem WI  
608.786.1508

### WANTED

Ransomes 350D for parts  
Contact: Cecil Audorff  
Lake Wissota Golf  
715-382-4959

### FOR SALE

2000 John Deere 2653 triplex 900 hrs, good condition - \$1,000  
Contact: Matt Rostal  
Interlachen Country Club  
952-924-7420

### FOR SALE

4 Hunter G800 G70 fully top

### serviceable 1-1/2" ACME thread

sprinkler heads. They are all brand new and have never been installed. \$50 each.  
Contact: Jeramie Gossman  
Southview Country Club  
651-451-1666

### FOR SALE

1989 Gandy Sweep Master w/ Hydraulic lift, very little use: \$700  
Contact: Ben Just  
Midland Hills Country Club  
651-631-1545

### FOR SALE

5-1998 Toro fairway cutting units (8 blades) Mod. 03509 in excellent shape, used as spares. Fits Toro models 5100 or 5200, Asking \$1250  
5-1998 Toro fairway verticut heads Mod. 03516 in excellent condition Fits Toro models 5100 or 5200 Asking \$1250  
Contact: Keith Scott  
Oak Ridge CC  
952-938-6900

### FOR SALE

6" Muesco pressure reducing valve. \$200  
Nema open motor starters. Size 3 - 240 volt coil. Size 4 - 120 volt coil. \$450 each obo.  
Contact: Lynn Richert  
Angushire Golf Course  
320-252-9208

### FOR SALE

GA 30 Ryan Aerifier (1990) - \$3,500  
(2) Ryan walker Aerifiers (1984) - \$1,500/units  
Jacobsen GK IV Triplex (Groomers) (1991) - \$3,500  
Jacobsen GK IV Triplex (Diesel) (1989) - \$1,500  
Jacobsen GK IV Triplex (Gas) (1987) - \$1,000  
Toro Fairway Mower Reelmaster 5300-D (1999) - \$5,000  
Toro Groundsmaster (2000) - \$3,500  
Jacobsen Rotary Turfcut (1999) - \$5,000  
Contact: Tim O'Driscoll  
Rochester Golf & Country Club  
507-536-4487

## MGCSA Events in June

Week of June 2-6

### MGCSA Turfgrass Research Benefit Week

23 Participating MGCSA Golf Clubs

Tuesday, June 3

### MGCSA Vendor Appreciation Day

Brackett's Crossing Country Club, Lakeville

Host Superintendent: Tom Proshek

Monday, June 23

### MGCSA Scholarship Scramble

Somerset Country Club, Mendota Heights

Host Superintendent: James Bade

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