

NATIONAL NEWS

GCSAA to Sponsor Environmental Program For Children

Schoolchildren will soon be able to learn about nature from such things as bird feeding stations, nature trails and wildlife gardens, thanks to the Golf Course Superintendents Association of America's (GCSAA) sponsorship of the Audubon Cooperative Sanctuary Program for Schools.

The Audubon Society of New York State will administer the program with help from GCSAA. The GCSAA Board of Directors recently authorized sponsorship of the program, designed to teach elementary and secondary schoolchildren about the environment. GCSAA will provide financial support as well as professional services such as developing videos and training materials.

The purpose of the program is to teach students about nature, wildlife, water and waste. The children learn by participating in hands-on habitat enhancement and conservation projects in the classroom and on the school grounds.

GCSAA President Gary Grigg, CGCS, said he is pleased with GCSAA's involvement with the Audubon Cooperative Sanctuary Program for Schools: "GCSAA is very proud to sponsor a program that brings schools and golf courses together to teach the benefits of good environmental practices. We believe this program will help students understand the importance of green-spaces such as golf courses in their communities," Grigg said.

Tim Hiers, CGCS at Collier's Reserve in Naples, Fla., has had more than 300 students from kindergarten through college visit the Reserve, which was designated the first Audubon Signature Cooperative Sanctuary Golf Course after its opening in January 1994. "I focus on the positive aspects of environmental compatibility by showing the students habitat

enhancement and retention, and the quality of interspersion (food, cover, water, space) that exist on the property and how these things benefit wildlife," he said. "The latest technology utilizing energy efficiency, water conservation and waste management is clearly illustrated to the students."

Of the 300-plus letters of thanks

that Collier's Reserve has received from the students, a significant number said that although they had always heard that golf courses were not environmentally friendly, they were glad to see firsthand that this negative perception is not true.

(Continued on Page 22)

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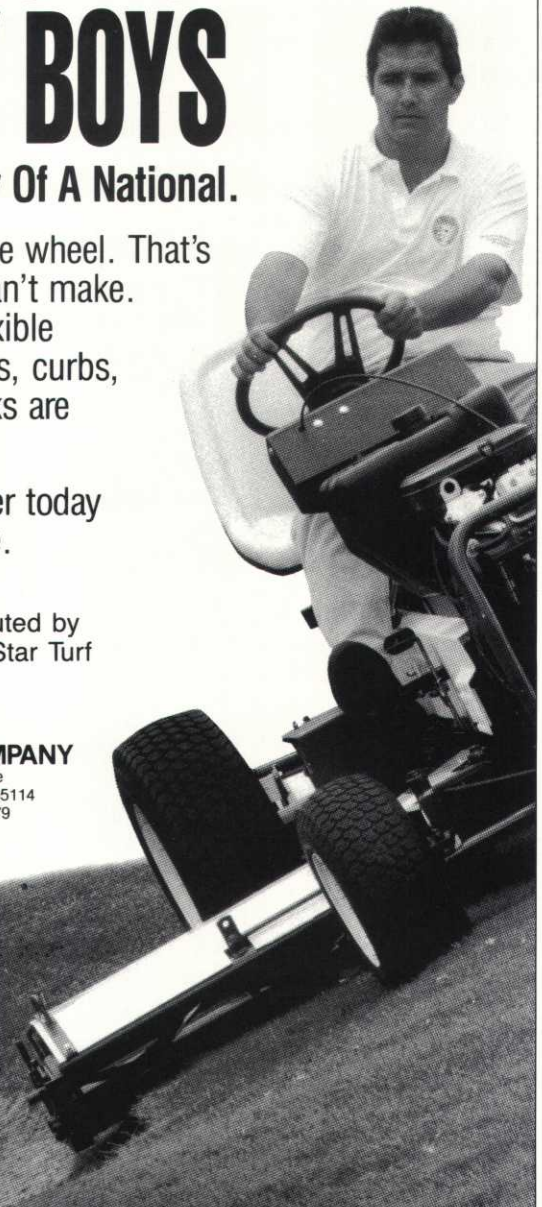
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National News—

(Continued from Page 21)

GCSAA and USGA Join Forces to Promote Golf's Environmental Benefits

A new color poster that highlights the environmental benefits of golf courses is appearing at golf facilities across the country, thanks to a cooperative effort by the GCSAA and the United States Golf Association.

The poster lists some of the key ecological and social benefits provided by the more than 15,000 golf courses in the United States, including protecting wildlife habitat and improving air quality. The benefits information is based upon independent research sponsored over the past several years by the USGA.

In a joint statement, GCSAA President Gary Grigg, CGCS, and USGA President Reg Murphy said: "Our goal is to make American golfers and the public more aware of the many positive impacts that golf courses have on their communities. We are extremely pleased to work together to deliver this message to the millions of people who will see these posters."

The poster has been distributed to more than 28,000 superintendents, club officials and others in the August issue of GCSAA's monthly magazine, *Golf Course Management*.

The USGA also plans to mail a copy to all of its member clubs later this year. Additional copies of the poster may be obtained by contacting either organization. Courses are urged to place the posters prominently on golf shop bulletin boards, in locker rooms or other appropriate locations.

The 11" x 17" poster features an outstanding color photograph of the Port Royal Planters Row Golf Course in Hilton Head, S.C., by leading golf photographer Mike Klemme. The image was donated to the project by Klemme's company, Golfoto Inc.

MGCSA Championship Results

Baker National Golf Course

August 14, 1995

Championship Flight

Bruce Leland.....	78
Brooks Ellingson.....	82
Randy Nelson.....	82
John Katterheinrich.....	82
Charlie Egeberg.....	83
Jeff Larsen.....	84
Steve Makowske.....	84
Tom Notch.....	84
Monte Swift.....	84
Mike Klatter.....	85
Jim Kimberly.....	86
Scott Proshok.....	87
Chuck Montague.....	88
Jim Pulju.....	89
Cary Femrite.....	89
Paul Diegnau.....	89
Joe Buege.....	89
Jeff Backstrom.....	90
John Nylund.....	90
Jerry Webb.....	91
Marty Terveer.....	92
Charlie Miller.....	93
Dan O'Brien.....	95
Chuck Tuthill.....	95
Paul Johnson.....	97
Wayde West.....	98
Mike Brower.....	102
Jim Johnson.....	nc
Lester Reiff.....	nc
Tom Wodash.....	nc

Calloway Flight (Net Scores)

Tim George.....	74
Cris Risberg.....	74
Tim Berquam.....	75
Mike Kelly.....	75
Mark Severson.....	75
Dale Walesheck.....	75
Tim Jansma.....	75
Andrew Dumas.....	76
Jon Almquist.....	77
Brett Hetland.....	77
Brad Zimmerman.....	77
Tom Herzog.....	78
Mike Kasprovicz.....	78
Tim O'Driscoll.....	78
Pat Walton.....	78
Matt Rostal.....	78
Bob Atol.....	78
Tom Fischer.....	80
Kevin Nieman.....	81
Dean Spencer.....	87
Dick Skjonsby.....	92

Senior Division

Tom Gibbons.....	84
Russ Adams.....	87
John Monson.....	88
John Queensland.....	99
Joe Check.....	99
Tom Kientzle.....	102
Daryl Scheerhoorn.....	120
Bob Merchant.....	150

First Flight (Net Scores)

David Dahlberg.....	73
Scott Weltzin.....	75
Eric Sundet.....	76
John Betchwars.....	76
Lance Paulson.....	77
Scot Ender.....	79
Butch Greeninger.....	81
John Ganske.....	81
Don Egeberg.....	82
John Glattly.....	82
George Petersen.....	82
Don Phenow.....	82
Tom Feriancek.....	83
Tom Earley.....	85
John Granholt.....	86
Steve Garske.....	88
Dale Caldwell.....	nc

Second Flight (Net Scores)

Amy Rolando.....	74
Keith Greeninger.....	74
Tom Little.....	74
Steve Hamelau.....	75
Rick Carr.....	76
Bob Reihe.....	77
Bob Little.....	79
Todd Maistrovich.....	80
Wade Wiebold.....	81
Craig Berthiaume.....	85
Bob Fredericks.....	86
Troy Larson.....	88
Mark Paffel.....	97
Scott Sexton.....	101
John Harris.....	103

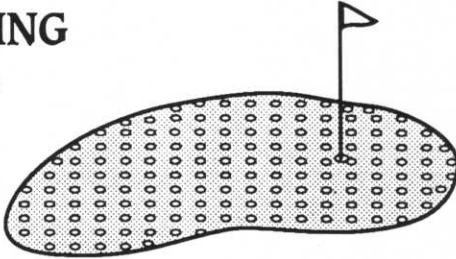


A (W)HOLE IN ONE

One-stop shopping for golf course materials

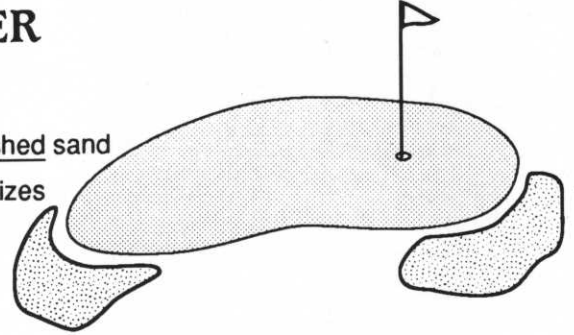
TOPDRESSING MATERIAL

- 80/20, 70/30, or mix to order
 - Sand screened with 1mm screen (USGA spec)
 - Product blended then rescreened through 3mm screen to assure clean mix
- All specs available upon request*

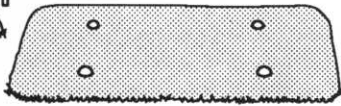


BUNKER SAND

- Clean, washed sand
- 2 particle sizes to choose from



CARTPATH AGGREGATE

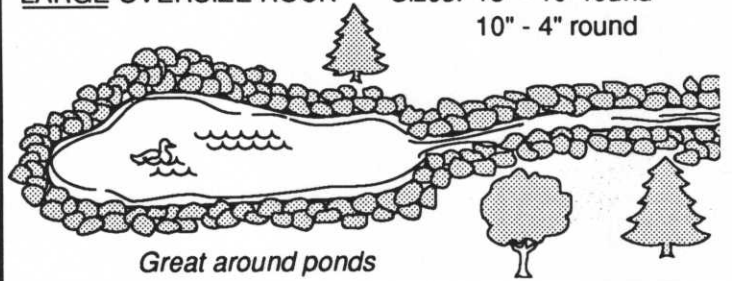


- Colors:
- Buff
 - Red rock
 - Grey
 - Gravel



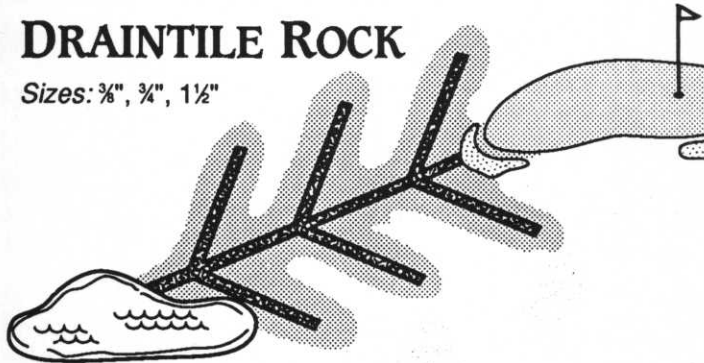
RIP RAP

- LARGE OVERSIZE ROCK Sizes: 18" - 10" round
10" - 4" round



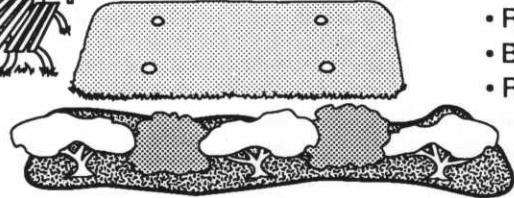
DRAINTILE ROCK

Sizes: 3/8", 3/4", 1 1/2"

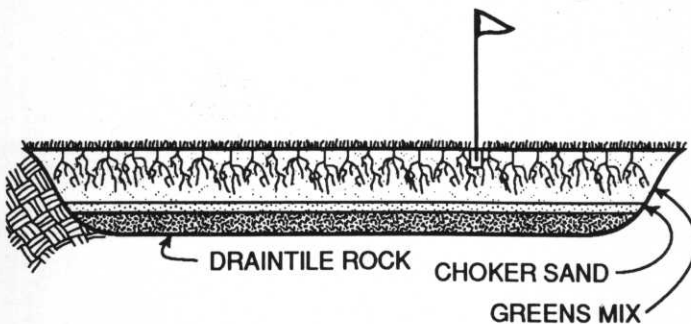


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 - Buff limestone
 - River rock
 - Granite
 - Salt & pepper



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In every region of the country, SOFTPAVE customers tell the stories of its success.

Sycamore Hills Golf Club, Fort Wayne, Indiana, put SOFTPAVE over concrete in the cart return area to prevent golfers from slipping, according to Dan Munson, clubhouse manager. "It looks as good as the day we put it down 2½ years ago," he said.

When moisture caused carpet tiles to lift at the Bay Hill Club, Orlando, Florida, management installed SOFTPAVE on a breezeway subject to high spike traffic. It has worked so well that the club is considering applying SOFTPAVE in other areas.

"The comfort is great. The tile has a nice, cushiony feel," said Peter Condon, general manager. "From a spike standpoint, it's excellent."

The New Richmond Golf Club in Wisconsin protected a recreational deck with SOFTPAVE more than 2½ years ago. "It's comfortable to walk on, and the color hasn't faded in the sun," said General Manager Gary Johnson.

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Becoming a More Effective Golf Course Superintendent

Editor's Note: These ideas on becoming a more effective golf course superintendent were presented at a monthly meeting a couple of years ago by Thomas J. Coyle and Associates. The list of leadership skills was set up for a workshop format but might be helpful to use as a reference.

1. **Who are the customers of the golf course superintendent?** In addition to listing the obvious answers, who else might be considered a "customer"?
2. **What do your golfers/members/guests (customers) really want?** In addition to listing the obvious, they are paying for, what else do they want from you?
3. **What business is the golf course superintendent really in?** In addition to the obvious answers, what are your golfers/guests (customers) seeking to satisfy?
4. **What do you think of when you think of the term "Excellent golf course service?"** What are some of the important elements?

How to say "NO" when you must:

Saying "NO" is every person's prerogative, and it need not seem harsh or unkind.

- Listen all the way to the end, even though you "know" your answer will probably be "no."
- Make a cushion statement. "I wish there was something we could do!!!" "...I'm sorry..." "...I'm so glad you asked..."
- Decline. Use the words "we" and "can't" or "unable" or "not able"
- Explain why. Give the reason — when it is not self-evident.
- Phrasing your turndown in a positive fashion can avoid hurt feelings. "Right now" or "for the time being" leaves the door open a little.
- End with multiple alternatives or suggestions designed to be helpful.
- Practice "Broken Record" technique.

Try some of these ideas:

- "I'm so glad you asked. I really admire your organization, but my schedule just won't allow me to accept your offer."
- "There's no one I'd rather have lunch with"
- "Jim and I always have a wonderful time at your golf outings, so I'm really sorry we can't make it."
- "That's an excellent offer, but we're not in a position to take advantage of it right now."

- "Good idea, but I'm afraid we have to pass on it for the time being."
- "Let me think about it"
- "I'm going to need some time on that"
- "I'd love to say yes, but I can't right off the bat. Give me some time to see if I can work something out."
- "I'll get back to you in 15 minutes." Then say "no."
- "It just won't work for us."
- "I just can't fit it in right now."
- "If I say yes, it might not be good for you, so I have to say no."
- "That's not something I do."

How to get agreement with your suggested solutions:

- Use some form of the word "suggest." Never say, "you'll have to..."
- Where possible, present options for the other person to choose from.
- Always present the suggested solution in terms of the other person's benefit, not your own convenience.

How to handle the complaints and anger that a golf course superintendent might get:

1. **Create an appropriate environment.**
 - Perception of privacy
 - S-O-F-T-E-N*
 - Practice the Three Conversational Guides
2. **Practice postural echo** _____
3. **Listen to the entire complaint without interruption.** ...Listen, allow the other person to ventilate completely...
4. **Make a brief statement of regret — a brief "I'm sorry..." statement.** "I'm sorry about this problem..." "I'm sorry there has been an inconvenience, situation, delay, etc..."
5. **Use the golfer/customer name, then make an empathy statement.** • An empathy statement is an "I understand" type of statement. An empathy statement has three components:
 - The "I understand" sentence stem
 - A **paraphrase** component, which means a brief restatement of some of the content.
 - A **reflect** component, which means a brief restatement of some of the feelings.

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Effective Superintendent—

(Continued from Page 27)

6. **Listen for those elements you can agree with, and then say so.** "...I can certainly agree to that..." + *Fogging and Sorting*
 - The M.I.T. studies demonstrated that you cannot maintain anger with someone who is making an "I agree" response to you.
 - Do not try to explain, ask for understanding, argue, correct, apportion responsibility or invoke sympathy.
7. **If you need to ask questions to fully understand the problem, do this first.** Before you ask questions, do these three things;
 - Explain why you want to ask "...a few questions"
 - Ask the person's permission to ask your questions
 - Take notes as they talk, or tell the person you are if you're on the telephone.
8. **In your suggested solution talk only about what you can do. Do not talk about what you can't do.** If the golfer/customer has not asked if a certain solution is available. Discuss the multiple options that are possible.

— TWO EXTRA STEPS —

1. Thank the person for coming or calling in.
2. If appropriate, call them back several days later with a follow-up contact after you have taken care of the initial situation or challenge.

* How to use the S-O-F-T-E-N Formula

Research confirms that when meeting someone for the first time, how you say something and what you look like when you say it may be much more important than the words you actually speak.

If people aren't quickly attracted to you or don't like what they see and hear in those first two to four minutes, chances are they won't pay attention to all those words you believe are demonstrating your knowledge and authority. They will agree with you or resist you, want to believe you or not, find your client guilty, buy another product, or change vendors.

During your first few minutes of interaction with others, their attention span is at its greatest and their powers of retention highest. Their eyes and ears focus on you and tell their brains what they see and hear.

First, people tend to focus on what they can see. In fact, there is a specific order by which others process information about you. While social scientists disagree on the precise sequence, that order generally appears to be:

- Color of skin
- Gender
- Age.....*We can't change these*

These are less important than the items below, which we can change

- Appearance
- Facial expression
- Eye contact
- Movement
- Personal space
- Listening.....*We can manage these*

So let's focus on these social bonding behaviors that are so important and can be managed. (Changed when necessary.)

The six most powerful social bonding behaviors can be remembered according to an acronym invented by social psychologist Dr. Arthur Wasmer in his popular book, "*Making Contact*," called the S-O-F-T-E-N Formula.

Common errors in greeting behaviors are:

- Not smiling
- Speaking too loud, too low—too fast, too slow
- Avoiding eye contact
- Offering a "twitch" instead of a smile
- Asking a question but not waiting for an answer
- Offering exaggerated behaviors that appear insincere during initial meetings
- Approaching too fast — offering no approach at all
- Touching too much

The 14 Skills and Traits of the Excellent Golf Course Superintendent

These leadership skills are based on the 14 traits and skills that have been shown to be characteristic of successful managers. These items were identified through extensive research done by Dr. Eugene E. Jennings of Michigan State University. The traits are:

The Successful Golf Course Leader

1. **Communications Skills.** Gives clear work instructions. Keeps staff informed about the organization's plans and goals.
2. **Motivation Skills.** Gives positive feedback. Praises others when they deserve it. Understands the importance of positive acknowledgment.
3. **Maintains the group's respect.** Practices good Ethical Modeling Behavior.
4. **Expects good work from everyone.** Has positive expectations of people and personally works to make those expectations come about.
5. **Manages anger well.** Can give constructive criticism skillfully. Maintains emotional control. Doesn't take actions or make decisions while extremely angry or stressed.
6. **Listens well.** Is willing to take time to listen to others. Understands the powerful effect of good listening for building cooperative relationships.

(Continued on Page 33)

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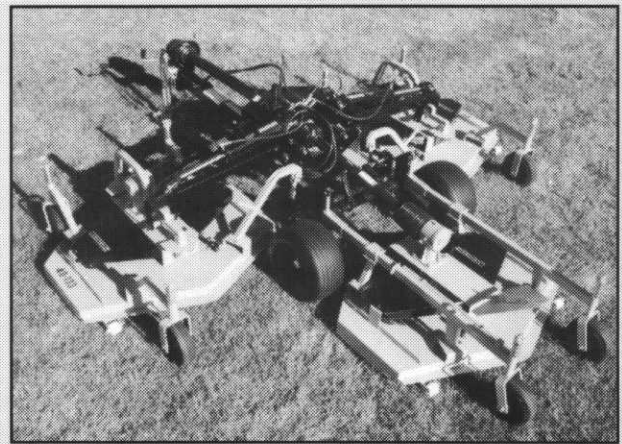
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