

The New Frontier –

(Continued from Page 10)

Besides conducting paid research at the Mendota Resarch Center Golf Course, "our" Pathologist would be available for on-site visits to any MGCSA golf course for a very low fee, probably transportation expenses. And the Pathologist would be invaluable for the dissemination of information at regional seminars and the state conference. The pathologist position would be visible and research in demand by both the pesticide companies who want it done and the MGCSA membership who will benefit from the reports generated.

Beyond pathology, many more experiments could be conducted. The RCGC has the potential to develop continued evaluations from NTEP Trials originally conducted at the TROE Center on the University of Minnesota Campus. It would be a real life demonstration grounds for the development of low and high input grasses. Fertility and pesticide fate studies are also potentials at the Mendota RCGC as well as water management and even cultural practice studies.

Besides benefiting from the research, how does the membership of the MGCSA fit into the equation? Competitive business practices and the creation of an in depth paper trail will be necessary to comply with the partnership between MERGE and the community of Mendota Heights. In an effort to maintain the business integrity of the venture, no contributions of soft or hard goods would be accepted. Rather than establish a perceived advantage over other area courses, competitive bids would be evaluated for all operation of the property. Should the winner of the bid desire to contribute proceeds from their sale or lease back to the MGCSA, it would be graciously accepted and applied toward research. Certainly those contributing would be recognized for their support.

This endeavor, the first of its kind in the nation, is currently being closely monitored by the Golf Course Superintendents Association of America and has been since they got wind of the concept over a year ago. They appreciate that as interest in applied science declines at many higher institutions of education, new destinations and creative ideas must be developed for turf research. The Mendota RCGC is being looked upon by the GCSAA as a cutting edge concept and as a potential template for other associations to mimic. It is critical we are the first to implement this project so as to ensure interest and financial support from a wide variety of avenues.

Still sound far-fetched to have our own cake and eat it too?

Don't be so skeptical. Who assisted in the development and continued support of the finest turf science facility in the state of Minnesota, the TROE Center? You did! Who found and retained two of the top turf minds in the industry, Dr. Brian Horgan and Dr. Eric Watkins? You did! What association maintains an incredible credit record and follows through upon obligations important for the advancement of their membership? Yours! What organization is largely responsible for one of the biggest and best regional educational programs in the country? Yours! Your support toward the progressive ideas of the MGCSA has made us one of the best local associations affiliated with the GCSAA. Should we reach an agreement with the city of Mendota Heights, soon you could have a staff member at your disposal, an extension Turf Pathologist directed by the changing times and demands of the MGCSA membership.

A destination for research, your research, is being created for the benefit of all turf managers in the state. Although we cannot change the weather, together we can develop a plan to contend with its effects. Through the creation of a destination for research, the position of an extension pathologist and an available turf consultant you are managing your destiny, making your drive about upon the course a little bit easier.

The Savory Super

Maple Syrup

Maple & Balsamic Vinegar Dressing

- 1 tsp. dry mustard
- 1 tsp. cilantro
- 3 tbsp. balsamic vinegar
- 2 tbsp. maple syrup
- 1 tbsp. lime juice
- 1 clove garlic, minced
- 1 cup extra-virgin olive oil
- 1/4 tsp. salt
- 1/4 tsp. black pepper

Mix together the first six ingredients. Whisk in oil until dressing is emulsified. Salt and pepper to taste. Refrigerate to store for several weeks.

Maple Broiled Scallops or Chicken Breast

- 4-6 sea scallops per person,
or 1" pieces of chicken breast
- 1/3 strips of bacon, 1 per scallop or chicken piece
- 1/4 cup maple syrup
- 1/4 tsp. horseradish

Mix syrup and horseradish. Wrap each scallop or chicken piece with 1/3 strip bacon and secure with a toothpick. Place on broiler pan, brush with syrup, and broil 3 minutes. Turn, brush, and broil 2-3 minutes more, until bacon is crisp. Serve hot.

Maple Apple Dumpling

- Pie Pastry - your own or purchased
- 4 Medium Apples
- 2 Cups Pure Vermont Maple Syrup
- 1/3 Cup Granulated Maple Sugar
- 1/4 teaspoon Cinnamon
- 2 Tablespoons Butter or Margarine

Heat oven to 425° - roll out pastry and cut into about 7" squares. Pare and core one apple for each dumpling. Place apple in center of each square.

Mix together the Granulated Maple Sugar and Cinnamon - fill apple cavities. Dot each apple top with about 1/4 tsp. Butter. Bring opposite points of pastry up over the apple. Moisten pastry to seal it together. Place in baking dish.

Pour Maple Syrup in bottom of dish around apples (not over them). Bake 40 to 45 minutes until crust is nicely browned and apples are cooked through (test with fork). Put dumpling on serving dish, drizzle with hot syrup from pan and top with whipped cream or ice cream.

(Editor's Note: This is the first in a series of favorite recipes from members of the MGCSA. If you have a recipe you'd like to share, send it to the MGCSA office.)

Golf Course Master Planning

By KEVIN NORBY
Herfort-Norby Golf Architects

As golf course superintendents, you have probably contemplated or may have already completed one or more renovation projects at your facility. These may have included drainage improvements, the addition or expansion of a practice facility or the reconstruction of tees, greens or bunkers. No matter how large or how small, it is important going into these projects, that there is a clear understanding of what the long-term vision for the golf course is and how those improvements might affect future improvements and future operations. The process which golf course architects use to clarify that vision is called "long range master planning."

What is a long-range Master Plan?

The long-range master plan usually consists of a detailed plan and a typewritten narrative summarizing the existing condition of the golf course as well as recommendations for future improvement. We typically start with an aerial photograph and a topographic map of the golf course and then, through a series of site visits and meetings, we summarize the strengths and weakness of each hole on the golf course. We typically look for drainage and maintenance problems, safe-



ty problems and problems with pace of play or playability. In some cases, we might also look at opportunities to increase vehicle parking and ways to improve cart staging and circulation around the clubhouse.

Once the analysis has been completed, we then prepare a plan of the golf course showing our recommended improve-

ments. The plan is usually prepared in full color so that it is suitable for presentations to large groups or for display in the clubhouse to encourage discussion among the membership and guests.

The final phase of the master planning process involves putting together a cost estimate and a phasing schedule for the improvements. This allows the superintendent, owner or Board to prioritize the specific projects on a hole-by-hole

basis based on cost and other criteria of their choosing.

Why do we need a Master Plan?

The real purpose of the master plan is to provide a long-term vision for making improvements to the golf course and to provide a basis for prioritizing those improvements. We frequently visit with courses that only a year or two earlier put in new cart paths or new irrigation systems only to find that the new tees they now want to build don't work well with those previous improvements. By stepping back and taking a look at the bigger picture, the master plan process often allows the Club to avoid costly mistakes and to save money by phasing projects in a more logical sequence.

Another important benefit of preparing a master plan is to avoid the implementation of "pet projects" or spontaneous projects which often result when new managers, committee chairs or Board members are appointed. Often these projects are done with perfectly good intentions but without a complete understanding of what the courses long-range priorities are.

(Continued on Page 13)



GC Master Planning-

(Continued from Page 12)

Implementing your Master Plan

Once the master planning process is complete, your Club will need to decide which projects are of highest priority. For some courses this is a matter of simply trying to improve turf quality and daily playing conditions. In this case, the Club might decide to focus on drainage issues,



tree removal and the installation of cart paths. At other courses, the priority may be to improve course playability and strategy by adding tees, rebuilding greens or reconstructing bunkers.

I often recommend that the Club try to select a specific hole or specific area of the golf course and then complete all or most of the work in that area at once rather than doing numerous smaller projects such as constructing new tees on three or four different holes. There are a number of reasons for this but, most importantly, this allows the membership or golfing public to see the new dramatically improved finished project in its entirety rather than just seeing smaller individual projects that might go somewhat unnoticed.

Another reason for this is that these larger more comprehensive projects tend to save money by more effectively minimizing disruption to play throughout the golf course and by reducing the cost of restoring damaged turf and irrigation.

Regardless of how you decide to proceed, the master planning process can be a great tool for providing a long-range vision and for prioritizing improvements to your golf course.



(Editor's Note: Kevin Norby is the owner and principle of Herfort-Norby Golf Course Architects, LLC. of Chaska, Minnesota. Recent long range master plan projects include Whitefish Golf Club in Pequot Lakes, Minnesota; Forest Hills Golf Club in Forest Lake, Minnesota; Mason City Country Club in Mason City, Iowa, and Sunbird Golf Club in Chandler, Arizona. Kevin may be reached at (952) 361-0644 or via email at golfnorby@earthlink.net or visit www.herfortnorby.com.)

SERVING THE GOLF INDUSTRY



GLENN REHBEIN COMPANIES, with over 45 years of experience, provides building, design and renovation services for Minnesota's elite golf courses. We focus on the details and pride ourselves on growing only top quality sod. Our comprehensive lines of Bluegrass, Blue-Fescue, Bentgrass and specialized Netlon Turf Systems will keep your course looking great all season long.

PROVIDING UNIQUE PRODUCTS & SERVICES

EXCAVATING | UNDERGROUND UTILITIES | ENGINEERING | SURVEYING
ENVIRONMENTAL REMEDIATION | TURF PRODUCTION | GOLF COURSES
ATHLETIC FIELDS | STORM WATER MANAGEMENT



8651 Naples Street N.E., Blaine, MN 55449
office: 763.784.0657 • www.rehbein.com

The History of Maple Syrup

It is not known for sure who first discovered the technique of collecting sap and cooking it into maple syrup, but when the first Europeans arrived in North America and had contact with the Native American tribes of the eastern woodlands, they report stories about the consumption of maple sap in Indian lore. Here is a quote from a British Royal Society paper written in 1685: "The Savages of Canada, in the time that the sap rises, in the Maple, make an incision in the Tree, by which it runs out; and after they have evaporated eight pounds of the liquor, there remains one pound as sweet" A publication in 1912 by the Vermont Maple Sugar Makers' Association credits both Native Americans and French Canadians with "passing on the secrets of sugarmaking." Maple syrup and maple sugar became the household sweetener in the Canadian and American colonies throughout the nineteenth century, instead of refined white cane sugar, raw sugar, or molasses. Maple trees were readily available and a supply of syrup and sugar cakes could be made for the year ahead.

The Tree

The magnificent rock maple, hard maple, or sugar maple tree (*Acer saccharum*) are the sources of the sap which is converted to Maple Syrup. Any sugar maple with a trunk diameter of 12 inches or more can be "tapped" for making syrup. It takes thirty years for a maple tree to grow to that size.

Springtime is the season for "sugaring", when nights are cold (below freezing) and days are warm. The sap gathering stops abruptly when the weather turns balmy, for the tree's nutrients are being mobilized to feed the leaf buds, and these metabolites cause objectionable off-flavors in syrup. So the sugaring season may be very short, just a few days, or may last for a couple of weeks or more, depending on the weather.

Tapping the Tree

As the maple tree begins its new growth each spring, the sap which stays frozen during winter, begins to thaw. Once the sap starts to flow within the trunk of the tree, usually in February or March, the owner of the "sugarbush" (grove of sugar maple trees) can capture the sap. A hole is

bored into the tree trunk, usually 7/16" in diameter and no deeper than 2 1/2 inches, and slanted up at an angle of 5 to 10 degrees. A "tap" of metal or plastic is inserted which functions as a faucet. A new taphole must be bored each season, and old tapholes usually heal over in a year or two. Recommended tapping guidelines are observed to avoid shortening the life of the tree. Generally a tree will tolerate two or sometimes even three taps. The sap as it comes from the trees is a sparkling liquid with only a vague hint of sweetness. At this point the sap has a sugar content of 2%-2.75%.

There are two ways of collecting the sap. One is simply to hang a bucket from each tap and travel around at least once a day, emptying each bucket by hand into a big tank on a sled, either drawn by horses (the way it was always done in the past) or by a tractor. A 16-quart bucket of sap, if full, weighs over 30 pounds, and a single gatherer might be expected to retrieve and dump 750 to 1,500 buckets in a day. These days the buckets and covers (to keep rain, snow, and debris out of the sap bucket) are made of metal, but earlier in this century, the buckets and covers were made of wood. Now these old wooden sap buckets command a fine price at antique auctions!

In the 1960s, another method of collecting sap became popular. This method is particularly effective when the sugarbush is on a hillside. Plastic tubing is attached to each tap which then forms a network of tubing from all the taps, allowing the sap to flow into a large storage tank at a location close to the sugarhouse (the shed where the sap is boiled down into syrup). Sometimes pumps are used to facilitate the flow of sap through this pipeline system. It takes 32 to 40 gallons of sap to make one gallon of syrup!

Boiling the Sap

The boiling of the sap takes place in a "sugarhouse". This is a simple building that shelters boiling operations that is usually uninsulated, with a steam vent in the roof, a concrete floor and space for the evaporator, fuel (either wood or oil) to heat the evaporator and sap storage. The sugarhouse is often located at the base of a hillside and accessible by a road.

Sap is highly perishable and must be boiled at once to make fine syrup. The sap is heated in an "evaporator", which causes

large amounts of water to be driven off as steam, leaving syrup. Most evaporators consist of a long firebox (known as the arch) for a wood fire or an oil burner underneath and have shallow, partitioned pans above the heat. The typical sugarmaking evaporator is about five or six feet wide and 16 feet long. After a roaring fire has been started, the cold sap enters the unit at one corner in the rear and moves slowly in a zig-zag flow in the evaporator, around the partitions, steadily increasing in thickness and sugar density. Additional cold sap is fed into the unit in a steady drizzle, float valves maintain the fluid levels and the finished syrup, scalding hot (around 217° F), is filtered and drawn off near the front of the evaporator. When you realize that such an evaporator can process six or seven 40-Gallon barrels of sap in an hour, you can understand how much steam is created which can be seen for miles around, billowing up from the sugarhouse.

It is this boiling process that produces the great maple flavor. Just the right amount of cooking time is crucial! Too much cooking will cause the sugars to start to caramelize, the syrup will darken and a lower-grade syrup is produced; or even worse, it can boil over and scorch, ruining the entire batch! The sugarmaker tests for doneness by holding up a scoop of syrup and letting it drip, watching for "aproning", when the syrup comes off the scoop in a slow curtain or sheet. A thermometer and hydrometer are also employed to ensure perfect density.

These days, a few large operations use superfast evaporators and/or reverse-osmosis units which substantially speed up the boiling time. However, the majority of sugarmakers are without these latest technological enhancements.

When the hot sap is ready and has cooled to 180°-200° F, it is poured into containers such as glass, metal cans, or plastic. While some traditionalists prefer their syrup in metal cans, the new high-density plastic jugs are gaining favor, and some prefer to display the natural beauty of syrup in sparkling clear glass.

(See related story on Page 22)

MGCSA CLASSIFIED ADS

Posted January 2008
FOR SALE

1997 Jacobsen Greensking V
11 Blade - \$3,800.00
1997 Jacobsen Greensking V
11 Blade With Groomers - \$4,000.00
Both in great condition.
Two 4' X 6' cocoa fiber drag mats.
Used for three seasons,
veru good condition. - \$150 each.
Contact: John Koury
or Jeramie Gossman
Southview Country Club
651-451-1666

Posted December 2007
FOR SALE

1964 Ryan Spikeaire
1953 12" Ryan Sod Cutter
1988 Turfco Edger Rite- offers
accepted for unit(s)
1989 Gandy Sweep Master w/
Hydraulic lift, very little use: \$700
(39) Par Aide Accuform (old style) rakes
(good shape): \$400
Contact: Ben Just
Midland Hills Country Club
651-631-1545

Posted December 2007
FOR SALE

Cushman Truckster bed mount sand
top dresser spreader attachment...\$250
obo...item #140189485656 (on ebay)

1998 Jacobsen HR5111 51 hp, 11 foot,
wide area rotary mower...\$8,900
obo...item #140189871117 (on ebay)

Contact: Guy W. Leach
Spring Valley Golf Course
715-928-0405

Posted December 2007
WANTED

Jacobsen LF 3800 Fairway mower, 8 to
10 blade reels, 500 to 1500 hrs.
Contact: Pat Morstad
Balmoral Golf Course
Cell: 218-821-2302 or 218-864-5277

Posted December 2007
FOR SALE

1989 Cushman with auxiliary
hydraulics, and dump box. 4,308 hrs.
Good shape, clean
with good record keeping, \$1,900
1989 Cushman run-about; excellent run-
ner 3827 hrs. \$1,500
Vermeer Stumper Model 10;
1970 vintage; 4 cylinder Wisc. \$750
It just keeps on stumping.
Contact: James Bade
Somerset Country Club
651-457-1161
Posted December 2007
FOR SALE
1998 John Deer 3215A
fairway mower.
Approx 1600 hours;

9 blade reels; 80% reel life;
this is an excellent running light
weight machine, we used this as
our back up mower. \$7900.00
or B.O. Jacobsen LF 3810;
2604.3 hours; Heavy duty 10 blade
reels 70% reel life left; strong engine
runs very well. \$2000.00 or B.O.
2 sets (for 6 reels total) of Jacobsen
greens mower groomers; excellent
shape and lots of extra parts.
B.O. If needed I can
e-mail pictures just call.
Contact: Pat Morstad
Balmoral Golf Course
Cell: 218-821-2302
or 218-864-5277

Posted December 2007
FOR SALE

1995 gas Club Car Carryall 2 (1,100
hours) with aluminum beverage cart
insert plus 2004 tow behind or stand
alone beverage cart...2 for the price of
1...\$3,900 obo...item #140188004872
Contact: Guy W. Leach
Spring Valley Golf Course
715-928-0405

Posted November 2007
FOR SALE

2-1998 JD 2653A Utility Mowers
High hours, good condition,
fresh grind.

\$3,000/ unit
Contact: Tim Johnson
Spring Hill Golf Club
952-476-4875

Posted November 2007
FOR SALE

Used Greens Covers.
Sizes: 84 x 72, 24 x 72,
48 x 80, 60 x 130,
48 x 72, 60 x 120, 72 x 120.
Make reasonable offer.
Contact: Tony Rahe
Dacotah Ridge
507-644-7844

Posted November 2007
FOR SALE

Set of rollers(3) for
Toro 3000 series triplex
\$1,500 OBO
Contact: Tony Rahe
Dacotah Ridge
507-644-7844

Posted November 2007
FOR SALE

1999 Hover Mower, used one season!
Excellent condition. \$500 obo
Contact: Bill Brooks
Rose Lake GC
507-235-3981



Beauty.
Efficiency.
Display Aerators.

HYDROLogic
Turf Management Systems

800-422-1487 www.hydrologic.net

The First Tee Mission

To impact the lives of young people by providing learning facilities and educational programs that promote character development and life-enhancing values through the game of golf.

4th ANNUAL SILENT AUCTION
FOR A TORO GREENSMMASTER® 3150
BENEFITING THE FIRST TEE
PROGRAMS OF MINNESOTA



ENTER YOUR BID TODAY!

**ALL PROCEEDS WILL BE DONATED TO
THE FIRST TEE PROGRAMS OF MINNESOTA**

ASK YOUR MTI DISTRIBUTING SALESPERSON FOR DETAILS
AUCTION ENDS APRIL 30, 2008

THE FIRST TEE NINE CORE VALUES

HONESTY

CONFIDENCE

JUDGEMENT

INTEGRITY

PERSERVERANCE

COURTESY

SPORTSMANSHIP

RESPONSIBILITY

RESPECT



King of the fairway.



**TORO® REELMASTER®
5010 SERIES**

- DPA (Dual Precision Adjustment) cutting units
- 28 hp, 35.5hp, or 44.2 hp Kubota® diesel engines
- Cross Trax™ all-wheel drive
- EdgeMax™ bedknife
- 100" (2.54 m) cutting swath



MTI Distributing, Inc.
4830 Azelia Avenue N.
Brooklyn Center, MN 55429
800-362-3665
763-592-5600

MTI Distributing, Inc.
4310 Main Avenue
Fargo, ND 58103
800-782-1031
701-281-0775

TORO. Count on it.

Turfwerks Presents the Revolutionary PlanetAir



Aerate. Mow. Play.

Now there's a better way to keep your turf and your revenue in great shape. The PlanetAir aerator actually improves turf health for long-term rewards. Our patented earth-shattering technology allows you to aerate in one pass and play immediately.



Every use creates new root growth

Sealed off greens create a number of problems including: fungus growth, algae growth, isolated dry spots, over heated surfaces (due to ponded water), and oxygen depleted root zones that cause summer root decline.

PlanetAir allows you to control these problems on your schedule and to actually increase root mass during summer stress periods without upsetting your customers or members.

Increase Revenue, Lower Expenses

- No down time, course remains open during aeration
- Quicker recovery from heavy rainfall
- Up to 66% reduction in use of fungicides and infiltrants
- Promotes deep and infrequent watering practices.

PlanetAir's Innovative Coring Knife Technology

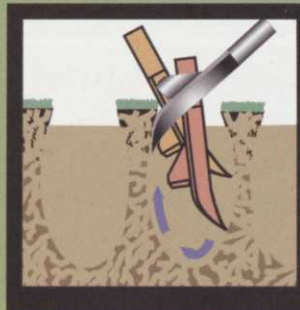
Our patented coring technology leaves behind tufts of grass and soil fragments - ready to immediately sweep, drag or simply mow. It reduces cleanup.



PlanetAir moves every particle in your root zone



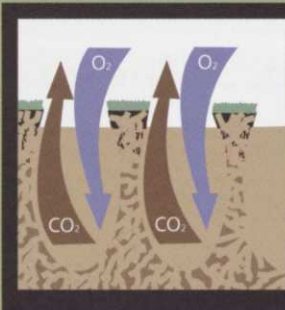
Our shatter knife technology - combined with our patented planetary motion - creates pore space throughout your root zone, eliminating compaction.



Our patented coring tine technology - combined with our planetary motion - cuts clean cores at the surface and shatters the soil below. This promotes better soil structure with less cleanup.



Maximizes water infiltration rates by allowing water to penetrate the soil profile at a faster rate.



Creates excellent air exchange for healthier turf. Creates a looser soil structure that enhances plant recovery and stimulates turf growth.



PlanetAir's "high density" hole pattern - combined with our patented planetary motion - allows you to achieve the most intense aeration in the industry.

Turfwerks

For more information or to demo a PlanetAir, call your Turfwerks representative, or dial 1-800-592-9513

Management Matters

By JAKE RYAN

Assistant Superintendent, Northland Country Club



In the famous words of Ron Burgundy, "I wanna say something. I'm gonna put it out there; if you like it, you can take it, if you don't, send it right back."

What a great way to spend a summer! Riding lawn mowers and golf carts around some of the most beautiful tracts of land in Minnesota, many of my friends and family are extremely green-eyed with envy. Think of the childishly amusing, teenage tomfoolery and strangely human stories we all have from working on golf courses. Amidst all those enjoyable times, a job always needed to be completed, even though I had a lot of fun working on a golf course there were very few occasions when I let complacency creep into my family taught work ethic. "I am the best greens mower to ever walk a green", every time I mow a green, in the forefront of my perfectionist mind; I am unsurpassed in mowing ability.

Many men and women, in the golf course industry, have the same sentiment as they perform their daily tasks. My belief is we all should think we are the best at what we do. When performing my daily tasks failure to complete the task to the best of my ability is never an option. This mentality keeps me sharp, constantly trying to improve the task at hand. Undoubtedly, all of us take great pride in our abilities and the results we produced. Meeting the demands of golfers is not possible if we are not striving for perfection.

After several years as a green staff member and one summer as an intern, I began the past season as a Second Assistant Superintendent, and then moved up to an Assistant Superintendent. Although my work ethic has not changed, the daily tasks I perform are now much different. No longer is my work ethic utilized in the daily tasks of mowing greens, or raking bunkers. Instead, I am now charged with seeing the standards and needs the membership demands are met, with minimal interruption, on a daily basis. As an Assistant Golf Course Superintendent, I soon realized that this comes as no easy task.

At times perfection seemed to be

as unattainable as the Holy Grail. This is certainly no result of the men I have worked for but more so the standards I have set for myself. Rather as an Assistant Golf Course Superintendent I have come to realize a different definition of perfection. During my time as a crewmember I had complete control over the specific task I was assigned, allowing me to attain perfection up to and including the end product. As a manager I am learning to look more at the end product. While I am still trying to attain the same standards I realize the methods used to achieve those standards may not match my definition of perfection.

Let me use the New England Patriots as an example. While the end result of their season is yet to be determined they did obtain a perfect regular season. While the end result was perfection, was every play executed perfectly, was every game won, won exactly the way the players and coaches planned? No. Along the road to perfection we run across all sorts of problems. The question is; do we have contingency plans ready when these problems occur? During my first season as an assistant I felt like I had solid game plans. However, my ability to compensate on the fly, when problems did arise, rarely produced the end result I was looking for. I was disappointed in my ability to make contingency plans.

This led me to seek further education on management topics. I began reading a few

small "pocket size" books. While brief, they offered some valuable tips for new managers. As I read I was not surprised to find business management really is an art. It was also quite clear adaptation was vital to successful management. But what course of action do I take to continue sound management decisions if I don't know what that is. I decided to read a more in depth management book, called *Successful Manager's Handbook: Development Suggestions for Today's Managers*. Very much text book in nature, it was full of very practical information that can be applied in all sorts of current management situations. It was a tough read for a young guy with many

(Continued on Page 20)

TURFCO

INTRODUCING...
...THE NEXT WAVE IN SEEDING!



MTI DISTRIBUTING, INC.
4830 AZELIA AVENUE N., #100
BROOKLYN CENTER, MN 55429
(763)592-5600 (800)362-3665

Management Matters—

(Continued from Page 19)

other thoughts on his mind, but I will value the information for the rest of my turfgrass management career. These efforts of educating myself in business management led to the idea for this series of articles. This article is an introduction to a series of articles that I plan to write over the next year. Throughout this series interviews with successful business managers will be conducted in an attempt to further glean information about the business of managing people. These discussions offer important information to all of us in the golf course industry. The topics come from *Successful Manager's Handbook: Development Suggestions for Today's Managers* and include: administrative skills, communication skills, interpersonal skills, leadership skills, organizational knowledge, and thinking skills. A broad range of subjects will be covered and many different businesses will be investigated. The interviews I plan to conduct will acquire personal philosophies and approaches on management.

The following is a preview of the topics to be covered in future articles. These previews are the foundation on which I

will base my interviews. Administrative Skills—to quote President Dwight D. Eisenhower "Plans are nothing; planning is everything." There is a definite need for establishing plans that are appropriately comprehensive, as well as realistic for the golf course, in the long and short term. The structure and staff need to be evaluated to recruit and hire people for the different duties on the golf course. As a manager we need to develop systems and processes to assure that they are effectively performing the task. We must train employees to make decisions on their own while performing a job, then as a manager monitor their progress. We as managers can then manage execution as opposed to managing the specific task. Having multiple demands and competing priorities means we need to work efficiently, by allocating our time, to be effective managers. All of these topics help us reduce problems that may arise, but we must also communicate them properly.

The foundation for successful administrative skills demands effective Communication Skills. To express what needs to be said we need to speak effectively in every interaction with employees. The quality of these interactions is dependent on us to foster open communication in order to have excellent informa-

tion flow. This is accomplished if we listen to others and have an understanding of comments and questions. In order to eliminate questions we must deliver presentations that direct them in clear paths. If issues continue, managers may need to prepare written communication of formal or informal documents, conveying information more clearly. First-rate communication skills are critically important in all aspects of business management.

Humans with good communication skills are said to have good "people" skills and that cannot be any closer to the truth for the management aspect of Interpersonal Skills. By having a give-and-take mentality we can build relationships that are open and direct. The only way to effectively develop these relationships is to display organizational savvy and understand the agendas and perspectives of others. Building these relationships and creating a leverage network, we identify key stakeholders that get things done. It is also important to value diversity, value the chance to learn and move toward things differently. Also, if substantive differences and disputes occur, we must bring them to the forefront and manage disagreements. Having great interpersonal skills is one of many characteristics

(Continued on Page 21)



DESIGNED FOR PERFORMANCE, HOMOGENEOUS PRILL
THE FINEST IN COMBINED TECHNOLOGIES

Country Club

Lebanon
TURF PRODUCTS

NX-PRO
COMPOSITE
TECHNOLOGY

8-2-10 Plus
Greens
& Tees

14-0-14 Fe
Fairways
& Tees

15-2-5
Roughs & High
Wear Areas

16-0-8 Plus
Fairways
& Tees

Water Soluble Fertilizers
and MKP

SEED RESEARCH

BIOPRO®

Mega-Phos

Potassium Phosphite

- Low Rates
- Higher Active Ingredient
- The Last Word in Phosphite Products

GENETICALLY SUPERIOR BENTGRASSES FROM THE WORLD'S MOST COMPLETE BENTGRASS PROGRAM

For Superior Turf Services, call:

Larry Thornton
612-804-1692

Fax: 952-949-3889

Matt Schmid
612-366-4128