

Management Matters—

(Continued from Page 20)

of being a great manager.

Another one of the aspects to being a great manager is the ability to make things happen by having Leadership.

Managers must cultivate a common vision and provide direction that clarifies responsibility. We need to stand firm on difficult issues and lead courageously by stepping forward. By stepping forward, we maintain our own ideas and influence others to achieve support and dedication. When employees are committed to organizational goals and we as managers' foster teamwork, efficiency is the result. If the work place is unenthusiastic, we need to motivate others encouraging them to have a drive to excel and invest hard work for the betterment of the organization. When employees don't have the strengths to accomplish a task, we must coach and develop these talents. By inspiring new initiatives, leaders champion change, they challenge normality on the golf course. Leadership in the eyes of Vince Lombardi, "Leaders aren't born they are made. And

they are made just like anything else, through hard work. And that's the price we'll have to pay to achieve that goal, or any goal." Adding to that, I believe a leader can never be satisfied with the status quo and must remain open to change.

With the ever-changing industry we find ourselves in, a very important aspect of business management is Organizational Knowledge. We must remember, fiscally sound budgets are a part of our job, the need to use financial and quantitative data to make appropriate business decisions. I alluded to the ever changing industry we are in; there is no question in my mind that we all use technical/functional expertise during our careers. Beyond staying attune with the changing technical aspects of our job we must know the business and stay informed of relevant issues in the golf course industry. The issues of business management are certainly relevant issues.

Just as significant as the other aspects I have brought up are Thinking Skills. Making decisions with a broad range of factors requires us to think strategically for the betterment of the golf course. We must gather information, analyze issues

and then react, in order to receive great results. When time is of the essence and the situation uncertain, we must use sound judgment when making decisions. If the best approaches are not available, we must innovate to present the best outcome with the resources available.

As you read these aspects and topics, you have no doubt thought about how the information relates to your own situations. This is why I am excited to present this series of articles. In my mind this will help young women and men like myself, as well as helping the more educated and experienced managers in the industry. The interview format will be a great way to publicize this information. As you read these articles I hope you will be willing to share your thoughts and possible ideas on how these topics relate to your own experiences. I look forward present this series of articles to the MGCSA members and to hearing from many of you with your own approaches and philosophies.

Please feel free to email me at jryan@northlandcountryclub.com with any thoughts or ideas you might have.

- Jake Ryan



To the Aercore 800, this might as well be the flattest green on earth.

It's all the same to us. Because whether a green has a severe slope, rolls a little bit, or has no roll at all, our Aercore™ 800 Walk-Behind Aerator can produce an even depth of coring on all of them. Unlike some walk-behind aerators that position the coring heads behind the wheels, the Aercore 800 has its coring head between the wheels. This allows the coring head to stay at a consistent level to the ground

And produces the same length of plug, again and again.

The benefits of the Aercore 800 keep rolling. A new hydraulic lift lower system greatly improves entry and exit hole quality. And standard tire core deflectors easily displaces cores in front of the drive tires.

To see how the Aercore 800 can give all of your greens uniform aeration, call your John Deere One Source distributor.



JOHN DEERE GOLF & TURF
ONE SOURCE



GREENIMAGE LLC
12040 POINT DOUGLAS DR SOUTH
HASTINGS, MN 55033
(651) 437-7747

Homemade Maple Syrup

By CARL VOGT

Instructor, Department of Forest Resources, College of Natural Resources,
University of Minnesota Extension Service, University of Minnesota.

Introduction

Maple syrup and maple sugar are among the oldest agricultural commodities produced in the United States. When European explorers first arrived on this continent, they found the Northeastern Native Americans managing maple groves, tapping the trees, gathering the sap, and consuming maple syrup and maple sugar. The newcomers soon learned these skills. Today, maple syrup is produced in 14 northern states and four Canadian provinces. In the United States, Vermont, New York, Wisconsin and Pennsylvania have the largest maple syrup production. The Canadian province of Quebec produces approximately seventy percent of all maple syrup in the world.

Until recently, maple syrup and sugar have been strictly a sideline farm crop in

many areas. With the use of tubing, reverse osmosis and redesigned evaporators, commercial full-time operations are common and hobby operations often expand into commercial operations.

Minnesota Maples

Four species of maple can be used for sap production in Minnesota. Commercial producers generally prefer sugar maple or hard maple (*Acer saccharum*) for the sweetest sap. Sap can also be gathered from red maple (*Acer rubrum*), silver maple (*Acer saccharinum*) and boxelder (*Acer negundo*). Yard trees, street trees and open grown trees in pastures or woodlands can be used for maple sap production.

Sugar maple is a common tree throughout the forested regions of Minnesota. It is

most abundant in the eastern and northern portions of the state. In addition to producing sap for maple syrup, it has been widely planted as a shade and ornamental tree and is valued for lumber which is used extensively in fine furniture.

Equipment for Maple Syrup Production

Maple syrup can be produced with a minimum of equipment. A few standard items, however, increase efficiency of the operation and quality of the product:

- ~ drill with 7/16-inch or fi-inch bit
- ~ collection spout for each taphole
- ~ collection container (bucket or plastic bag) or tubing line for each taphole
- ~ metal cans with plastic liners for sap storage

(Continued on Page 13)

LEITNER COMPANY

Specializing in Soils for Golf Course Maintenance & Construction

Soil mixing and processing specialists.

Supplying the Golf Course Industry with soil and sand products for over 60 years.

Material to specification for topdressing and construction.

Quality - Reliability - Experience

MIKE LEITNER

LEITNER COMPANY

945 Randolph Avenue ~ St. Paul, Minnesota 55102

(651) 291-2655

PROUD SUPPORTER OF RESEARCH AND EDUCATION THROUGH THE MGCSA

Maple Syrup—

(Continued from Page 22)

~ large pan and heat source for boiling down the sap (size depends on amount of sap)

~ large-scale thermometer calibrated at least fifteen degrees above the boiling point of water (candy thermometer)

~ wool, orlon or other type of filters for filtering finished syrup while hot

~ storage facilities and containers for the finished syrup.

Tapping the Tree

To obtain the earliest runs of sap, tapping should be completed by mid-February in central and southern Minnesota and by the second week in March in the northern portion of the state. A tree suitable for tapping must have a trunk diameter no smaller than ten inches measured at four feet above ground level. Recent studies suggest that no more than two taps be placed in any tree greater than twenty inches in diameter. For the best sap production, a tree should have a short bole (trunk) topped with abundant foliage. The key to good maple grove management is cutting practices that favor the development and retention of such trees.

To tap a tree, select a spot on the trunk about two to four feet above the ground in an area of the trunk that appears to contain sound wood. Drill a hole approximately 2½ inches deep into the wood, slanting it slightly upward to facilitate the downward flow of sap. Insert the collection spout and tap it lightly into the tree. Attach a bucket, plastic bag or a tubing line to the spout. If you are using open buckets for sap collection, a cover should be installed to exclude rainwater and other debris.

Collecting the Sap

Sap does not flow from maple trees every day throughout the tapping season. It flows on days when a rapid warming trend in early to midmorning follows a night when the temperature has gone below freezing. Thus, the amount of sap produced varies from day to day. Normally, a single taphole produces from

one quart to one gallon of sap per flow period with a seasonal accumulation of ten to twelve gallons. The flow period may range from a few hours to a day or more.

Sap should be collected and boiled down as soon as possible to produce high quality syrup. During prolonged flow periods when this is not possible, sap should be collected at least every two to three days or more often if required.

When temperatures are low and storage conditions are favorable, sap may be kept one to two days with little syrup quality

may be continuously added and drawn off. In small operations, a batch approach is used. The evaporation pan is filled with sap and more sap is added as necessary to replace that lost by evaporation. When a suitable amount of concentrated sap is present, the pan is "finished-off" to produce the correct density syrup.

Boiling the Sap to Make Syrup

Fill the evaporating container with sap. A large shallow pan is preferred. Begin heating the sap. As the level of sap in the pan is reduced through evaporation, add more sap. Occasionally skim the surface of the boiling liquid to remove surface foam and other materials. Boiling should be done outdoors or in a well ventilated area to allow large amounts of steam to escape.

Continue the process until the sap changes color and the boiling point begins to rise above the boiling point of water. Finished syrup boils at seven degrees above the boiling point of water. As the temperature of the

boiling sap approaches this point, boiling should be carefully controlled to prevent burning and overheating. The process may take several hours to complete.

Once the desired boiling point has been reached, the syrup is ready for filtering and packaging. The hot syrup should be poured through a suitable pre-filter paper and a wool or orlon filter designed for maple syrup. Filtering will remove most suspended particles, some sugar sand, and improve the appearance of the syrup.

After filtering, the syrup should be packaged at a temperature above 185° F so that the heat sterilizes the container. The preferred temperature is 190° F. Place filled and capped containers on one side so the hot syrup sterilizes the cap. After cooling, store in a cool, dry place.

Maple Syrup Products

Maple syrup may be converted into other highly desirable products. Maple sugar, maple candy and maple fudge are just a few of the other products which can be made. Basically, these are produced by concentrating finished syrup to a greater density and stirring the highly concentrated syrup.

“The process of making maple syrup is essentially one of concentrating the sap (sugar solution) to a predetermined level by boiling it. The heat applied in the process develops the characteristic color and flavor that makes maple syrup highly desirable.”

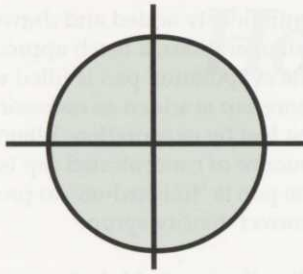
reduction. If sap is allowed to become warm before boiling, a darker, off-flavor syrup of poor quality may result.

Producing Maple Syrup

The process of making maple syrup is essentially one of concentrating the sap (sugar solution) to a predetermined level by boiling it. The heat applied in the process develops the characteristic color and flavor that makes maple syrup highly desirable.

The average sugar concentration of sap is two percent. At that concentration, forty-three gallons of sap are required to produce one gallon of syrup. However, the amount of sap required to produce a gallon of maple syrup varies depending on its initial sugar concentration. You will need less sap when sugar concentration is above two percent and more sap when it is below two percent to produce standard density syrup.

In large commercial operations a continuous feed evaporation process is used. Sap may also be concentrated using a reverse osmosis (RO) machine prior to final evaporation. In such operations, the evaporation pan is arranged so that sap



In the Crosshairs

The Great Ethanol Fallacy

By Paul Diegnau, CGCS
Keller Golf Course
St. Paul, Minnesota



The Great Ethanol Fallacy

Sometimes one must wonder about the decisions made by the leaders of our great state and nation. It appears we have jumped feet first into the quicksand of ethanol commitment, all in the name of reducing dependence on foreign oil and becoming more GREEN. I don't want to burst anyone's bubble, but this couldn't be any further from the truth. The ethanol boondoggle has issues on multiple fronts. Let me explain.

Energy Source Efficiency

~ Ethanol as a fuel for internal combustion engines is far less efficient than gasoline, on the order of 2/3 as efficient. Translation: A 20 gallon tank of gasoline will transport you 400 miles while the equivalent sized tank of ethanol in the same vehicle will move you approximately 265 miles.

~ The amount of energy required to produce one gallon of corn ethanol equals the energy produced by burning that same gallon of fuel. So the net energy balance equals zero. Gasoline, on the other hand, contains 60% more energy than a comparable quantity of ethanol.

Ethanol Business

~ Corn ethanol is federally subsidized at 51 cents per gallon so consumers actually pay twice at the pump.

~ Imported ethanol carries a 54-cent per gallon import tariff that serves to protect U.S. ethanol production from foreign competition that would drive American market prices down.

~ Ethanol is BIG business! Just eight companies control 95% of all ethanol production and Archer Daniels Midland (ADM) actually controls close to 30% of the American market. How profitable is ethanol? A new 100 million-dollar ethanol plant operating in today's market can be paid off in less than two years!

Potential to Meet Energy Demands

~ University of Minnesota researchers estimate that converting the entire U.S. corn crop into ethanol would reduce gasoline consumption by only 12 percent!

Air Quality Concerns

~ Overall, ethanol does not reduce greenhouse gas emissions. In fact, it contributes significant amounts of atmospheric nitrogen oxides that combine with volatile organic compounds (VOC) to produce ozone. Studies have shown conclusively that ethanol use results in elevated ozone levels that impair air quality.

~ Ethanol plants are known to discharge ethanol vapors, carbon monoxide, VOC's and carcinogens into the air. The EPA has had to crack down on plants that were emitting 5 to 430 times more VOC's and carcinogens than their permits allowed.

Water Usage Concerns

~ USDA research in Nebraska emphasizes the impact ethanol production has on local water sources. These studies reveal that 2,100 gallons of irrigation water are required to produce one bushel of corn. A bushel of corn produces 2.7 gallons of ethanol. Thus, an irrigated field uses 780 gallons of water to produce one gallon of ethanol.

~ Ethanol production requires plentiful amounts of water to complete the process. A facility that produces 100 million gallons

(Continued on Page 25)

FOCUS PRODUCT

11-0-22 "All-Star Special" Fertilizer

Utilizing Slow Release K with High Mg & Mn



This 11-0-22 greens fertilizer provides complete greens nutrition in a single formulation.

"Product Features"

- Contains a unique combination of multiple nitrogen release sources
- 100% coated controlled release potassium sulfate
- 4% magnesium from low residue, highly dispersible magnesium sucrate
- 3% manganese from low residue, highly dispersible manganese sucrate
- 2% iron from low residue, highly dispersible iron sucrate

"Product Benefits"

- Utilizes three nitrogen sources providing staggered, more consistent N response
- Controlled release coated potassium reduces potential for leaching
- The micronutrients are high concentrations of dispersible sucrates which provide improved plant utilization and minimize staining
- The micronutrient delivery system provides immediate and longer term availability resulting in improved plant utilization versus traditional source of micronutrients.

Product Specifications:

Particle size:	SGN 100
N Source:	70% Nutralene / 20% AS / 10% Urea
K Source:	100% coated controlled release potassium sulfate
Micronutrients:	4% Mg / 3% Mn / 2% Fe (all dispersible sucrates)
Rates:	4.55 (Low) 6.82 (Medium) 9.10 (High)
Lbs. Nutrients/M (4.55 rate):	N: 0.501 P: 0.000 K: 1.00
Pounds / Acre:	198 lb/A at low rate (4.55)
Product Code:	AGC117WMS

Thinking about better agronomics? Give us a call.



MTI Distributing, Inc.
Ph: 763-592-5600
Toll Free: 800-362-3665



In the Crosshairs-

(Continued from Page 24)

of ethanol annually requires 400,700,000 million gallons of water or the equivalent water needs of a town of 5,000 residents. This ratio equates to 4.7 gallons of water required to refine 1 gallon of ethanol.

~ Therefore, the production of one gallon of ethanol from irrigated corn requires 785 gallons of water. Very careful consideration must be given to the location of these ethanol plants to minimize ground water shortages in aquifers that lack sufficient recharge capabilities.

Water Quality Concerns

~ As a feedstock, corn has one of the highest fertilizer (particularly nitrogen) and pesticide input requirements.

~ The USDA's CRP (Conservation Reserve Program) in Minnesota, Iowa, South Dakota and North Dakota has lost 750,000 acres to production as of October 1, 2007. The federal CRP program pays farmers to convert marginal or environmentally sensitive land to non-agricultural uses. Due to the lucrative corn market, which has seen the price of corn more

than double over the last several years, farmers are putting their CRP lands back into production. It is estimated that an additional 1.1 million CRP acres will be put back into production by 2010.

~ As more and more marginal land is converted to biofuels acreage, topsoil erosion will escalate, assisting additional nutrients and pesticides in moving off-site, polluting surface and underground waters. Sedimentation is currently responsible for 50% of the recently classified "impaired waters".

~ The MPCA is responsible for monitoring the effluent discharged from boilers and cooling towers at these ethanol production facilities. A by-product of the process, known as "stillage," is cause for concern as this material can promote eutrophication of the surface waters it is discharged into.

Food vs. Fuel

~ As more and more agricultural land is converted to corn ethanol production, less corn is available for human consumption and animal feed. The end result is an increase in food costs across the board. Shortages of U.S. corn imported by third world countries may result in increased hunger and political instability. Do you

remember the recent protests throughout Mexico when the price of the corn tortilla skyrocketed? Have you noticed the cost of fertilizers keeps climbing with no end in sight? One reason is increased demand as more acreage is converted to corn.

Minnesota currently has 16 operational ethanol plants, five under construction and 12 in the planning stages. No matter how you feel about ethanol as a fuel source, it should be apparent that there are some serious downsides to this product. Do we continue full speed ahead or step back and rethink our energy options for the future? Would the six to eight billion dollars spent annually on subsidizing the ethanol industry be better spent on further development of other types of renewable energy? What do you think?

Make plans to attend the 2008 March Mini-Seminar on March 11 at North Oaks Golf Club. This year the topic will be "WATER MANAGEMENT AND CONSERVATION," a topic that should be on the mind of any progressive golf course caretaker. Dr. Bob Carrow, University of Georgia, Dr. Barnd Leinauer, New Mexico State University and Dr. Brian Horgan will cover a variety of topics including BMPs, new technologies and current research. I hope to see you there.



HASTINGS, MINNESOTA

DAKOTA

12040 POINT DOUGLAS DR SOUTH, HASTINGS, MN 55033 (651) 437-7747

Roger Kisch Receives 2007 MGCSA Distinguished Service Award

The 2007 MGCSA Distinguished Service Award recipient is Roger Kisch. Roger received his award at the MGCSA Awards and Recognition Banquet at Prestwick Golf Club on December 4.

Roger recently retired from Southview Country Club in West St. Paul after 42 years of dedicated service. Being a golf course Superintendent for 42 years is quite an accomplishment. Being a Superintendent for 42 years at the same club is simply amazing.

Roger was always looking for ways to make our job easier and more efficient. Some of his innovations include development of the American Excelsior and the non-permeable "Greenjacket" greens covers; designer of the aerification cup plugs for Par Aide Products Co.; inventing the I-Gang bank mower for National Mower; designing an inexpensive spray marking system for sprayers, along with many other small innovations.

Roger has been a mentor for many in the turf industry over the years. He always had the utmost respect from his peers throughout the country.

Roger is now enjoying retirement with his wife Kathy at their lake home in Hayward, Wisconsin.

Also recognized at the banquet were MGCSA Service Award winners.

(Continued on Page 27)



Roger Kisch, left, with his MGCSA Distinguished Service Award, is accompanied by Bill Larson, Superintendent at Town & Country Club in St. Paul.



Kathy Kisch, Roger and Nestle. Pictured below is what Southview Country Club looks like today compared to yesteryear.



Recognition Banquet—

(Continued from Page 26)

Forty-five year member James Lindblad flew in from the desert to accept his award.

Others living a bit closer found the roads difficult to navigate as a severe snow storm hit the Twin Cities during rush hour on the day of the banquet and only 73 of the expected 117 attendees were able to make it to Prestwick.

James Lindblad, at left in picture on the right, is with 51-year member Bill Johnson and Ron Bloom, Fairways, Inc., who also received an award for his 40-year membership in the MGCSA.

Randy Witt, CGCS, won the 2007 Watson Award for his series of articles from Hong Kong. The Watson Award is given annually to a member of the MGCSA for writing contributions to *Hole Notes*, the official publication of the Minnesota Golf Course Superintendents' Association.

This year we have 18 members of our association to honor for the dedication they have shown to MGCSA and the profession.

45-Year: Jim Lindblad;

40-Year: Ron Bloom;

35-Year: Johnny Helget, Ron Steffenhagen, Dennis Hendrickson;

30-Year: Fred Taylor, CGCS, Mike Kasner;

25-Year: Kevin Clunis, CGCS, David Deem, Paul Diegnau, CGCS, Ricky Ellesta, Rick Grannes, Tom Herzog, Peter Mounts, Mike Nelson, Joe Peluso, Rick Traver, CGCS, and Pat Walton, CGCS.




45-Year Award Winner James Lindblad, above left, is pictured with 51-year member Bill Johnson and Ron Bloom, Fairways, Inc., who received his 40-year service award at the banquet. Pictured below, are 30-year member Dennis Hendrickson and Lyle Olson of GreenImage.



Watson Award Winner Randy Witt, CGCS, Courses Manager at Hong Kong Country Club, left, along with MGCSA retired member Joe Moris.



Pictured on the left is Hole Notes editor Jack MacKenzie, CGCS, along with Prestwick Golf Club's Host Superintendent Dave Kazmierczak, and Chris Hoff, Precision Turf & Chemical.



it's not about
WHO'S TO BLAME

IT'S ABOUT knowing YOU COME FIRST

These days, it seems the term "customer service" has almost become an oxymoron. As customers, we've become all too familiar with the runaround. But at Bayer, we don't run from problems, we run to them. We have the only sales and tech support team solely dedicated to the green industry. Recognizing different customer needs, we dedicate sales and marketing staff to lawn care operators, grounds managers, superintendents, and formulators. They'll come out and get their knees dirty to help sort out whatever problem you're facing. To learn more, call 1-800-331-2867 or visit BayerProCentral.com.



Bayer Environmental Science

Mike Kelly


Technical Sales Specialist

Bayer Environmental Science

727 Camberwell Dr., Eagan, MN 55123

Cell # 952-292-1966 ~ Fax # 651-528-6071

BACKED
by **BAYER™**



it's not about
WHO'S TO BLAME

| IT'S ABOUT knowing YOU COME FIRST |

These days it seems the term "customer service" has almost become an oxymoron. As customers, we've become all too familiar with the runaround. But at Bayer we don't run from problems, we run to them. We have the only sales and tech support team solely dedicated to the green industry. Recognizing different customer needs, we dedicate sales and marketing staff to lawn care operators, grounds managers, superintendents and formulators. They'll come out and get their knees dirty to help sort out whatever problem you're facing. To learn more, call 1-800-331-2867 or visit BayerProCentral.com.

BACKED
by **BAYER™**



Bayer Environmental Science

Mike Kelly

Technical Sales Specialist

Bayer Environmental Science

727 Camberwell Dr., Eagan, MN 55123

Cell # 952-292-1966 ~ Fax # 651-528-6071

MGCSA Membership Report

January 2008 - New Members

Lance Tykwinski
Class SM - GCSAA (pending)
Tyler Golf Course, Tyler, MN

Ian Sletta
Class C - GCSAA (pending)
Ridges at Sand Creek, Jordan

Jason J. Swift
Class D
Medina Golf & Country Club, Medina

Doug Courneya
Class E
Rochester Community & Technical College

Jason Bass
Affiliate
StrataPoint, Inc., Rosemount

Luke Dant
Affiliate - GCSAA
Syngenta Professional Products, Apple Valley

Dave Howrey
Affiliate
Howrey Construction
Rockwell City, IA

Eric Nielsen
Affiliate - GCSAA
Turfwerks, Sioux Falls, SD

Michael Ramy
Affiliate
Ramy Turf Products, St. Paul

Mark Sullivan
Affiliate
TruGreen Companies, Vadnais Heights

Jacob Wilken
Affiliate
Country Club Turf, East Bethel

RECLASSIFICATIONS

James Lindblad
Class A to Class AA

Peter Dane
Class A to Class A-Retired

Edward Thomas
Deacon's Lodge GC
Class C to Class SM

Matthew Stephens
Deacon's Lodge GC
Class D to Class C

- Respectfully submitted by Mike Knodel
MGCSA Membership Chair

PENNCROSS SOD &

Dominant X-treme

from Country Club Turf

Grown by
**GOLF COURSE
PROFESSIONALS**

for
**GOLF COURSE
PROFESSIONALS**



The logo for Country Club TURF features the words "Country Club" in a cursive script font, with a golf tee icon above the letter "i" in "Club". Below this, the word "TURF" is written in a large, bold, blocky font. A golf tee icon is also positioned above the letter "T".

Supplying over 200
Golf Courses Since 1987

24317 Durant St. N.E.
East Bethel, MN 55005

(763) 444-6753

"A Quality Grown Reputation"



In Bounds: Finger Ride Inspections

By JOHN "JACK" MACKENZIE, CGCS
North Oaks Golf Club

Twelve-by-twelve my office serves many purposes. The main entry into the shop, it gets and unfortunately stays as soiled as a cup cutter's hands most of the year. Dirty from the topdressing pile out front through the summer and wet from melting snow in the winter, the linoleum floor is home to my dogs and an electric heater which keeps us warm in the winter. Two windows grace the walls along with pictures of my family, the golf course and a frame supporting a couple of old golf clubs. Stapled adjacent to the door leading to the main shop area are a series of tattered and dusty pages, some yellow and some white, each titled "lessons learned this year".

The sheets of paper go back to the last time my office was painted and contain words of wisdom learned the hard way and snippets of plans to implement next year. Written more from frustration and to

make a point rather than agronomic insightfulness, catchy truisms such as, 'Poa dies if allowed to dry out' or, 'bent grass sod curls up and turns dead brown if it isn't watered' can be found on the wear worn early lists. New concepts such as 'to limit sand contamination, flush out spray tank fill line every time the sprayer hits the course' also make their way to the "lessons learned" sheet.

Underlining, writing in bold and sometimes even circling the idea really hits home. One would think I could remember everything, but as I age my ability to retain information is as reliable as the range boys picking up the balls from the driving range Sunday night so we can mow it on Monday morning. Quantity reminders are highlighted lest I forget it takes 45 yards of manure to cover our flower beds near the club house, 12 cases of cone cups (4r, of course) to make

it through the month of September and one dozen cartons of feminine products for the bathrooms on the course. Some of my historical favorite jottings are quotes.

Of course the line 'proper planning prevents poor performance' is self explanatory, but the quote, "It isn't what you expect, it is what you inspect" needs illumination throughout the year for me and my staff. So very often I direct my leadership team to do a project, complete a task or manage the managers with great anticipation that the jobs will be done according to my expectations. Relying on this will often create a sub-acceptable end

result as the implementation is lacking follow through by management. Something I am at times guilty of as well.

Without follow through there is no accountability. And without accountability those implementing your plan can do just about anything they want. Here enters what I refer to as the 'Finger Ride'.

Eighteen years ago I sailed a pretty good ship with few uncoiled ropes or wet spots on the deck. However, with the addition of a new General Manager I was exposed to the expect/inspect theory and the finger ride follow up.

Once adjusted to his new position he shared his management philosophy and I quote as I have already mentioned, "It isn't what you expect, it is what you inspect." After chewing on this tidbit of worldly knowledge for a day and reflecting that it had little bearing on me because I was doing everything I was expected to do, I placed it back in my mind under the "H" file for Hmmm. One week later my GM invited me for a ride on the course, my very first of many 'Finger Rides,' where I was introduced to the fine art of inspection.

With note pad in hand I toured my track and learned scrutiny first hand with every point of the finger at a blemish, paint chip, pile of clumped grass or angled hazard stake. And here I thought my course looked pretty good, but you know...it really only did look pretty good, not as fantastic as I had expected.

One week later after another, but not as painful 'finger ride,' the concept of inspection really sank in. My product had improved dramatically with polished ball washers, straight ropes and new shoe spike cleaners. The lesson had been well taken and I was on my way to better management. With this new knowledge my staff also appreciated that they too would be held more accountable because besides great expectations, their end results would have more inspections. They also soon grasped that a job done right the first time limits the often too personal and potentially unpleasant 'Finger Ride.'

Other quotes upon my lessons learned sheets include one that says, "Don't open the course on a Tuesday, and poll other courses in the area to learn when they are opening." I have NO idea what this is about or why I wrote it! We tend to open when the turf is ready for play. And another, "GROW POA!" This one I get, considering my fine turf areas are populated primarily of annual bluegrass, it only makes sense that I stop trying to grow bent and focus on Poa. Simply

(Continued on Page 31)

**Architects
of the Game**

Full Service Golf Course Design

Tel 651-636-4600
Toll-Free 1-800-880-4700
www.bonestroo.com

Bonestroo
Improving Places
Improving Lives