



The Savory Super

By Scottie Hines, CGCS
Windsong Farm Golf Club



Barbequed Game

As we approach true barbeque season I think this is an appropriate recipe for a Sunday afternoon date with your grill. It's also a tasty way to use some of that frozen game from last season. This recipe works with all game, venison, grouse, pheasant, rabbit and dove. If you are using water-fowl, duck or goose, the meat should be tenderized prior to the barbeque.

- 2 lemons, save the peels
- Salt
- Black pepper
- 1 TBSP Worcestershire sauce
- 1 clove of garlic, finely chopped
- 1/2 can of your favorite beer
- Bacon slices (cooked)
- 2 sticks butter
- Seasoned salt
- 1 TBSP A-1 sauce
- 1 cup catsup
- 1/2 cup cider vinegar
- Garlic salt



Sprinkle the game with salt, pepper, seasoned salt, garlic salt and lemon juice. Make the sauce by combining the melted butter, peels from two lemons (thinly sliced), Worcestershire sauce, A-1 sauce, garlic, catsup, vinegar and beer. Pour sauce into a shallow pan. I like to use a heavy-duty "throw-away" foil pan. Place seasoned game in sauce and baste with sauce. Place a strip of bacon over each piece of meat. Cook on medium heat for approximately 30 minutes. Baste the meat often. The sauce will begin to dry up at about the time the meat is cooked. If you need to add liquid to the sauce use the remaining 1/2 can of beer (if you haven't already "utilized" it).

Enjoy!

*Scottie Hines, CGCS
Windsong Farm GC*



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Observations and Thoughts At the End of Another Golf Season

*By Randy Witt, CGCS
Courses Manager, Hong Kong Country Club*



It's tax time in the US, and as always, I'm filing mine at the last minute. I really have no tax liability this year, but I still will be eligible for the gift presented by President Bush. In Hong Kong, the personal tax liability is from 12% to 15% depending upon an individual's income. The government has such a large surplus that all taxpayers will see a decrease of 1% in the tax rate and a tax credit of \$240,000 HKD in 2008. This large surplus is due to two factors: the high incomes of the many expats that live and work in Hong Kong and the large population of people that pay taxes. Income taxes are due in either April or November, depending upon an individual's initial starts of employment. The system is very simple and easy to work with. There is no tax withholding as in the U.S. A person receives his or her entire compensation on payday. Approximately four months before the individuals tax year-ends, you receive a tax form, four pages in length, via the mail. The form is simple and easy to complete. The taxpayer has 30 days to fill out the form and return to the taxing agency of the SAR government. Within 60 days you receive a tax bill, and then have 90 days to pay the tax due. The whole process is easy and straightforward. Income tax preparation companies are few in number in Hong Kong due to the simplicity of the tax system.

What is that saying, the two certainties in life are taxes and death? A staff member's mother passed away suddenly two days ago. The death certificate will not be ready for at least 7-10 days. Once the death certificate is ready, then funeral arrangements are permitted to be made with a funeral home. Unless a person is very rich, a burial plot or vault cannot be purchased. After the deceased finally has a service, the body is cremated; the remains are placed in an urn and returned to the family. Traditional Chinese families have a shrine someplace in the home, usually visible to anyone entering the home or flat. On this shrine are the urns of numerous family members. In earlier history, graves were permitted. As embalming was and is not a Chinese cultural practice, the graves were eventually excavated and the remains placed in a small religious urn. This urn was then placed on the family shrine within the home.

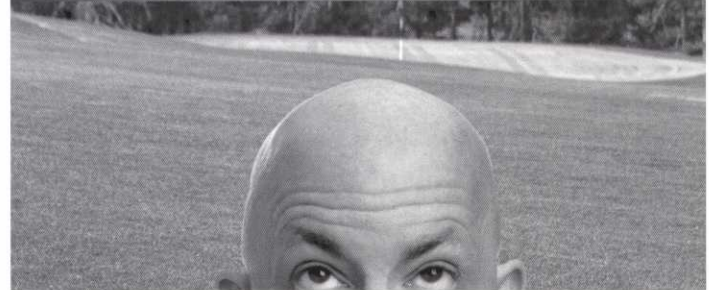
Our official golf season ended on Sunday, April 13 with the annual awards banquet. Next up are the Captains Dinner on April 25, and finally the Annual General Membership Meeting May 6. Of course golf continues on a daily basis with scattered Club competitions, but many of our European members return to Ireland, Scotland and the UK for the summer months. Our summers are typified by heat, humidity, and lots of rainfall, so most of the Europeans go back to cooler and drier weather. Our summer will be busier than normal with the Olympic preparations in high gear aiming for August 11 and the Event itself. Next month I'll be writing on the Olympic preparations to date since construction began in the summer of 2006. Along with the many cultural differences, a major change for me has been that the off-season

really isn't the off-season compared to the off-season in the Midwest. I always looked forward to some relaxing time to recharge in the winter months. While I do miss the quiet times, I have not missed snow and cold at all and definitely have not missed snow mold and ice damage.

With the approaching summer season, thoughts turn to rain-fall, potentially lots of it, and drainage. Although some Club members would argue the fact, the three courses really do drain quite well. We seldom lose any days to excessively wet conditions or heavy rainfall. As long as there is no lightning warning, the courses generally are open, and the Asian members will battle the rain. It is amazing to see the conditions that the Chinese golfers will play in. Rain can be sheeting down, and the golfers continue onward as if it was a sunny, dry day. Over the years a tremendous amount of drainage has been installed throughout the three courses.

(Continued on Page 13)

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An Adventure in Life-

(Continued from Page 12)

Many nullahs are located throughout the property. A nullah is the Chinese version of a drainage ditch. These usually are grassed, but in many cases ours have been lined with concrete and stone over the years. The hardscaping alleviates the potential of the nullahs from being undermined or broken down by rushing waters as the result of the heavy rains. Along with this nullah system, paved and grated nullahs within the cart paths are used to drain the cart paths as quickly as possible. Emptying into the nullahs are miles of underground drainage tiles that are located through out all the courses. One of the many duties of the Special Projects team are to monitor and maintain the drainage system and install additional drainage as needed.

Another Midwesterner paid a visit to Hong Kong and the Hong Kong Golf Club. Minnesota's own Dr. Horgan was here for the second week of April as a guest of Sam Bauer, the Equestrian supervisor, and sponsored in part by the Toro Company. Dr. Horgan visited some golf

courses in the Hong Kong area as well as the Hong Kong Jockey Club. On Thursday, April 10, Dr. Horgan presented a seminar on nutrition to 30 members of the South China Turfgrass Managers Association at the Golf Club. Sam presented a short program on the Equestrian Track, followed by a tour of part of the track itself. Thanks to Dr. Horgan for a very enjoyable and informative seminar. Educational opportunities can be difficult to find in Asia on a regional basis. We've been very fortunate to host both Dr. Vargas and Dr. Horgan since I've been in Hong Kong. Two members of our workshop staff will be returning on Sunday from factory training in the U. S. For most training, we have to send staff members to the U. S. Of course, training in the U. S. is the only chance most will have



Stoned Nullah

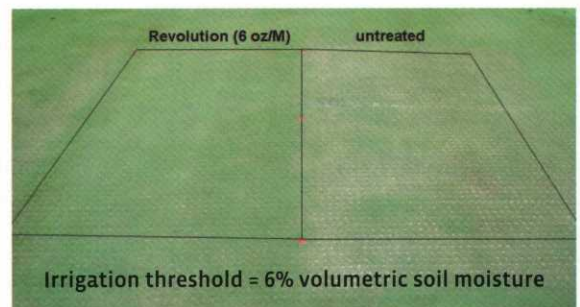
to be able to ever travel to America. Staff members always return astounded at the quality of life and the lifestyle of Americans. One has to be away from the States for a period of time to really appreciate all that entails being an American living the American way of life. Viewed from afar, 8,000 miles away, one views home in a much different light.

Viewed in some cases with sadness, in some cases appreciation, but always with an ever-growing great sense of pride. Truly expanding on *An Adventure in Life*.



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Floratine Products Group, St. Jude Children's Hospital Thank Superintendents

Thanks to the many Minnesota Superintendents along with Superintendents from across the country, Floratine Products Group was able to present a check to St. Jude

Children's Research hospital for almost \$20,000!

These funds were raised at an event that was held during the GCSAA conference in Orlando, Fla. this past January. Unfortunately, the fund raising meeting for St. Jude Children's Research Hospital was held at the same time as the MGCSA Hospitality Night, but

thanks to everyone, it was still a huge success!

St. Jude Children's Research Hospital gives hope to terminally ill children and their families. No children are turned away because they can't afford the treatment for their illness.

Thanks for pitching in.



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Excel Turf and Ornamental To Serve Green Industry

Excel Turf and Ornamental, founded by MGCSA member David J. Oberle, will serve the entire Upper Midwest green industry through providing agronomic services, products and customer service beginning this spring.

"Today, more than ever, green industry professionals are looking for ways to focus on the sustainability of the environment that they care for while also maintaining the standards that their profession requires to succeed - now and in the future," said Oberle, who has served the green industry for more than 20 years as product specialist, field sales and management with the Scotts Company and BASF.

"The most important thing that I have learned serving this industry is that customer service goes beyond getting products to the customer," said Oberle.

In addition to meeting the need for specialty fertilizers, chemicals and organic alternatives, turf seed, and tools, Excel will also provide plant material through their Excel Gardens where they grow a variety of annual plants for the landscape to include both bedding plants and hanging baskets.

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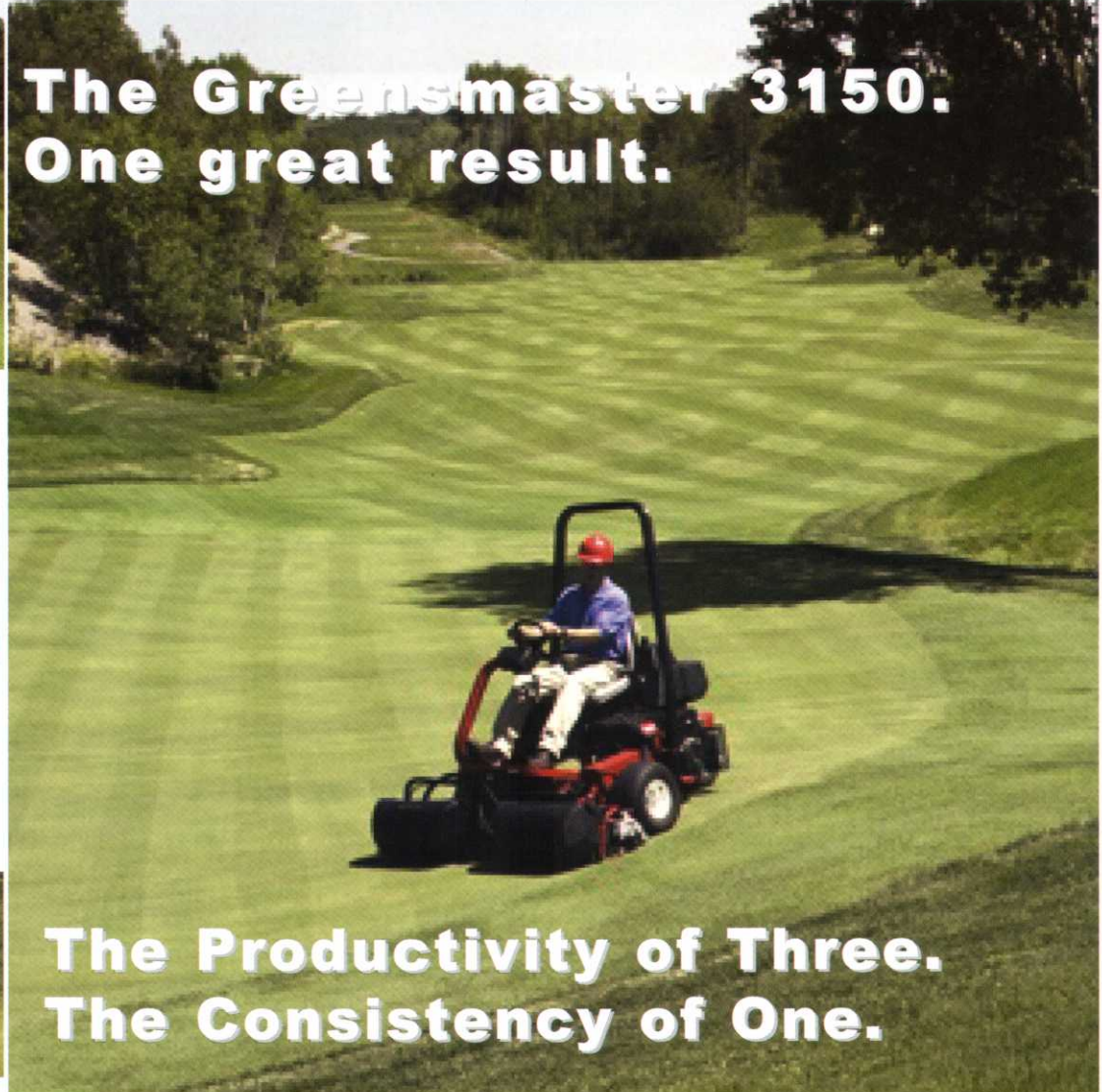
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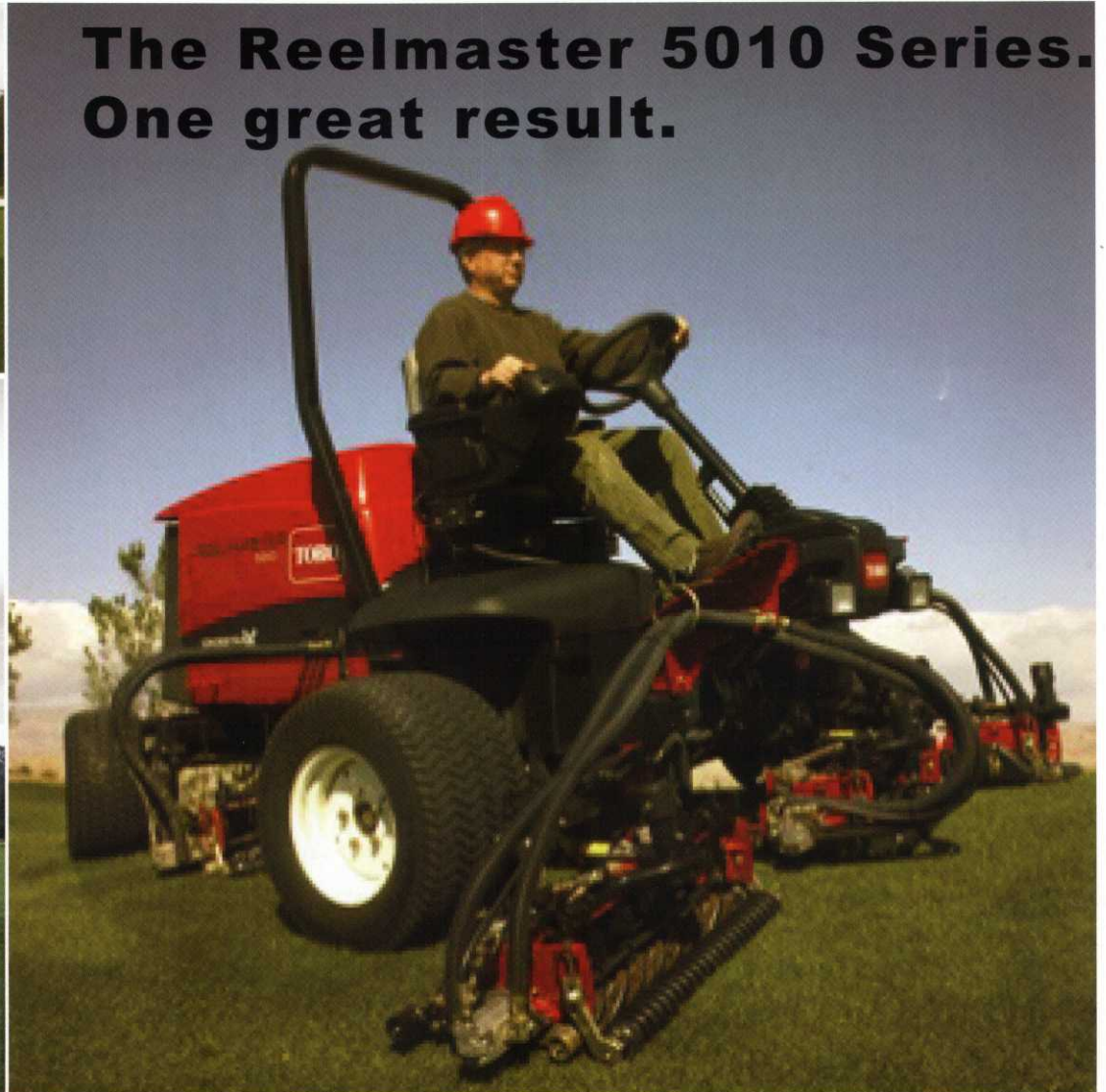
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Leadership Skills – Lead Courageously

By JAKE RYAN

Assistant Superintendent, Northland Country Club



The Tet Offensive was a three-phase military campaign conducted between January 30 and September 23, 1968. The combined forces of the National Front for the Liberation of South Vietnam (NLF or Viet Cong) and the People's Army of Vietnam (PAVN) conducted this during the Vietnam War.

The purpose of the operations, which were unprecedented in this conflict in their magnitude and ferocity, was to strike military and civilian command and control centers throughout the Republic of Vietnam (South Vietnam) and to spark a general uprising among the population that would then topple the Saigon government, thus ending the war in a single blow.

A couple weeks ago I was talking with a veteran of the Vietnam War. During his tour he had the honor of serving under George S. Patton (formerly George Patton IV), a Major General in the United States Army and the son of World War II General George Patton.

During Patton's last Vietnam tour he was initially assigned as Chief of Operations and Plans at Headquarters, United States Army Vietnam. However after his promotion to Colonel in April 1968 he was given command of the 11th Armored Cavalry.

The veteran told me stories of Patton's courage during his final and most intense tour in Vietnam, lasting from January 1968 to January 1969. One particular act of courage he mentioned was during a heavy gunfight. In order to hold their position helicopters were flying in dropping off troops for reinforcement. While standing in the open fields Patton directed the helicopters into the combat zone amidst intense gunfire.

During his service Patton would earn two Distinguished Service Cross with one oak leaf cluster, the Silver Star with one oak leaf cluster, the Legion of Merit with two oak leaf clusters, the Distinguished Flying Cross, the Meritorious Service Medal, and the Purple Heart as well as Parachutist Badge and Aircrew Badge.

The Vietnam Veteran said he would have happily followed Patton into the

gates of hell if needed. I am sure many men who served under him have the same sentiment.

Comparing the importance of leading a military in war to how we lead our maintenance crew on the golf course is a pale comparison. The implications of war are much larger. Having a maintenance crew that will follow your lead even when the task is not enviable is not easy to do. Stories of courage, like Patton's, highlight a leader's ability to move people in a direction they typically would not move toward. The story the Vietnam Veteran told me offers many leadership aspects to consider. Most importantly, it shows me leaders need to hold their own regard equal to their subordinates. By doing this respect is gained, tasks are completed and goals will be achieved.

I recently corresponded with another veteran of the U.S. Armed Forces. Mr. Roger Prigge was kind enough to offer some of his insights on being a leader.

*Roger Prigge
Norwest Bank & Corporation*

Mr. Prigge has been involved with Norwest Bank & Corporation (now Wells Fargo) in a variety of positions for 35 years. He started out in the corporation as a trainee and ended as a Vice President in charge of the Money Market Trading Operations. The core of the money market consists of banks borrowing and lending to each other, using commercial paper, repurchase agreements and similar instruments. He is a veteran of the United States Armed Forces, serving for 25 years. As a Navy Pilot he was on active duty from 1955 to 1959 and in the reserves from 1959-1980. Through his career the Cold War was going on. During that time he experienced the intensity of a long period of conflict, tension and competition, between the United States and the Soviet Union, and their respective allies. He retired as a Commander of the Minneapolis Naval Air Reserves.

Mr. Prigge has sat on many boards during his time with Norwest and continues to sit on various boards since retiring in

1993. He sat on the World Trade Association board for the Minneapolis Chamber of Commerce and was a board member for the American Institute of Banking. Currently he is a board member of the Lutheran Church Foundation. He earned his Bachelor's from Concordia College in St. Paul and a Master's of Banking from the American Institute of Banking. He enjoys spending much of his time being a part of and giving back to the church. Faith is a part of his life that is very important to him and his family.

Championing something that you believe is right or important requires conviction. It's not always easy to go against the mainstream or to choose the more disruptive course of action. Therefore, knowing what is important to you will strengthen your convictions and values.

How do you clarify what is really important to you?

Roger said his upbringing, education, and spiritual faith as a Christian clarify what is important to him. When coming up with important things in life ask yourself questions. What is important to me? What do I value the most? What is worth fighting or standing up for? What values will I never compromise? Periodically evaluate whether you are leading your team in a way that is consistent with your beliefs. Think about the legacy you want to leave your team and your organization. Evaluate what you are currently doing, and make whatever changes are feasible or most realistic.

Identifying what is most important to you establishes the foundation for leading courageously when it matters.

How do you take a stand for your values and bolster your leadership courage?

During his management years Roger believes he had excellent rapport with those who worked for him because he

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Leadership Skills-

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always treated them like he wanted to be treated. He did not allow cursing, swearing or anger outbursts. Look for situations in which others may be overly concerned about taking a stand, but where you strongly believe in the "rightness" of your position. Make your rational and position clear to others. Look for opportunities to stand up for what you believe. Push visibly and openly for the kind of involvement that supports your values.

Managers are often faced with situations in which taking the most appropriate course of action carries with it a backlash of complaints, problems, and negative reactions. It requires courage to take action in these situations.

If others perceive you as lacking courage, how do you go about demonstrating managerial courage?

Roger believes you can do this by asking for input from subordinates before making or announcing your decision on a controversial issue. Then tell them why you reached your decision. Good commu-

nications are important. Also, support your people when they make tough choices, particularly when people complain to you. Don't forget the people side of making tough decisions. Identify one risk you are afraid to take. Carefully analyze its potential benefits and negative consequences.

Remember the old adage "choose your battles carefully" when you are deciding how best to spend your energies. You can't possibly do everything, but it is especially critical for you to address the issues that get in the way of, or further the development of, your mission.

When driving hard on the right issues what guidelines do you follow to help you focus on what's important?

Always focus on the goal. If you spend too much time on the details you can become bogged down and not reach the goal. Trust your employees and they will take care of the details. You must always think ahead. What are the critical issues that must be addressed for success in the future? If you turn an issue over to someone else, follow up and follow through.

When important individual or team issues come to your attention, it is critical

to respond quickly. Addressing problems keeps them from growing and conveys the message to your team that you are willing to tackle tough issues.

What are some suggestions to ensure that you confront problems in a timely way?

Always take some action as soon as you become aware of the issue. If it requires some investigation on your part, tell the people involved you need some time and tell them when you plan to get back to them with a decision. If a problem recurs, it's likely that the root source has not yet been addressed. If you find that you are dealing with the same problem over and over, take some time to determine what solutions have not worked in the past, and why, and what could be done to solve the issue permanently.

Indecisiveness may result in the perception that you cannot make tough choices or take a stand on issues.

In the past, how have you increased your decisiveness?

Roger has done this by trying to be very positive in his thinking and

(Continued on Page 20)

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Leadership Skills-

(Continued from Page 19)

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.

* * * *

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

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Host Superintendent: Tom Prosek

Monday, June 23

MGCSA Scholarship Scramble

Somerset Country Club, Mendota Heights

Host Superintendent: James Bade

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