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Encouraging Initiative

Dictatorial supervisors, happily, are becoming rarer within today's leading golf course superintendents. Yet, there are still — and probably always will be — superintendents who complain: "I don't know what's wrong with people. All I ask them is to do is exactly what I tell them!"

The thing that's wrong, obviously, is that people don't appreciate being told exactly what to do. They prefer a leader who leaves them room to use a little brains and initiative of their own.

Good managers like to run things in an orderly, systematic way. They make sure that everyone knows what their assigned work is, when it's supposed to be finished, and try to keep people informed about anything that might affect their work.

Running a tight ship is one thing; over controlling people is another. People dislike bosses who insist on explaining every little detail, who keep tabs on every move they make, or who always insist that things be done their way. Unfortunately, this is exactly what some unthinking bosses do, and believe they are being good managers when they do it.

For best results, a superintendent has to have some confidence in the ability of people to do their jobs. Maybe not as well or exactly the way they would do it, but well enough to satisfy the demands of the job. Frequently, if they keep an open mind, they may find that some people will do the job even better than they could have done it.

Good leaders, when they hand out work, will describe with care exactly the results they want. But they don't tell people how they must do it. They leave that up to the subordinate. Of course, if the subordinate needs help or has questions, they may offer a suggestion or two. But that's it. From that point on it's the subordinate's responsibility to produce the results requested.

This kind of leadership leaves people with something to contribute on their own, something that will leave their mark on it, something they can be proud of. Good managers check occasionally to see how jobs are progressing, but they try to avoid interfering if they possibly can.

Wise leaders know that people cannot be treated like

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children. Chances are they will act like children when they are. People tend to respond in kind — treat them like mature, responsible individuals and the chances are most of them will act like mature, responsible individuals.

In the long run most people produce far better results when you give them the responsibility and freedom to do their work without interference. Another happy result of this approach is that they're more apt to keep right on doing good work when you're not looking or don't happen to be around.

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Ryegrass

Golfdom (May 1975) — article by George Thompson titled "Dependable Under Stress." This article, along with Lee Dieter's "In Defense of Perennial Ryegrass" article which was in last months June newsletter offer all of us a good insight into the progress of perennial ryes in the Mid-Atlantic area.

"In case you find any mistakes in this newsletter, please remember they were put there for a purpose. We try to offer something for everyone in this newsletter. Some people are always looking for mistakes."

Southern California Divot News

"Because American-made balls are 1.68 inches in diameter, last year's output would reach (extend) about 4.138 miles, lined up side by side, or cover about 436,800,000 square inches of space — the equivalent of about 68 acres."

Southern California Divot News

Editor's note: These are golf balls.

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Correction

Last months article on D.C. Stadium's field renovation was miss-titled "Purr-wick System." Prescription Athletic Turf (PAT) is the actual name of the system used at the stadium. The PAT system is based upon, and similar to Dr. Daniel's Purr-wick System.

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