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# News Letter



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## GETTING THE JOB DONE

The more freedom you give people to do their jobs the way they like to do them, the more satisfaction they'll get from their work.

Most managers are supposed to be a little smarter than other people. And — in most respects — they probably are. But if managers insist on doing all the thinking for their organization, if everything has to be done their way, what's left for the people who work for them to be proud of?

How much personal satisfaction can there be in doing a job that is completely programmed where your muscles or brain are used to perform repetitive operations already planned and dictated by someone else?

There ought to be something in every job that's satisfying to the person who does it. Unfulfilled people can be just as serious a problem as inefficient methods.

Creating a climate that gives people some independence — without losing control — takes a lot of management skill. It also hinges on the content of a job and the judgment and ability of the person handling it. Here are some techniques of leadership which are used by many successful managers:

*Managing by objectives* — giving especially capable people a clear idea of the results you want to achieve and leaving the methods to them.

*Suggesting methods* — rather than dictating them — with the understanding that people are free to devise something better.

*Consulting people* — affected by a problem or a proposed change and asking their ideas — regardless of whether you think you need them or not.

*Enriching jobs* — by delegating decisions as far down

the line as possible. If a worker is capable of being trained to make certain decisions intelligently, why have it referred to a supervisor? If a supervisor is capable, why refer to someone above?

*Guiding your people* — to think of constructive suggestions you may already have in mind, rather than simply presenting them yourself.

*Eliminating needless rules* — and allowing people as much freedom and mobility as possible as long as they produce excellent results and don't interfere with others.

Leaders who successfully practice these things will enjoy excellent morale among their people. If it can be done — without losing control of the situation — they'll also get excellent results.

## President's Message

An Open Letter To Warren Bidwell:

Dear Warren,

I just wanted to let you know what a pleasure it was to work with you during the 58th National PGA Championship. I appreciated the time and attention you were willing to give me even though your schedule was overflowing. All the long hours spent in planning, budgeting, and the executing of your plans for the tournament, paid off, as was reflected in the superb condition of your golf course. The rains certainly were all timed but their appearance only dampened the championship conditions that you presented to the golfing world. All of the fellow members of ours that I talked with, before and during the tournament, gave nothing but praise for the work that you and your crew had done. As a golf course superintendent myself, it gave me a great feeling of pride, to know, contrary to public opinion, championship golf turf can be grown in the Washington, D.C. area.

Congratulations to you Warren, and to Congressional Country Club, from me, and the membership of the Mid Atlantic Association of Golf Course Superintendents.

David Fairbank

**DON'T FORGET!**

V.P.I. field days  
are September  
22, and 23.