

## A Measuring Stick

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manages. When a reliable person is given a task, you know that it will get done and you can count on it being done correctly and quickly.

5. Working with others. A skillful manager knows to work with and through others. He delegates authority to subordinates to strengthen their authority so he can be relieved of some of the workload. Subordinates become extensions of himself, but he remains responsible for their actions.

6. Awareness. A manager should be all ears and eyes. He should be alert to everything that is happening around him nationally, in the community and in the golf course industry. He should also assimilate the information and be able to see the effects such events have on the organization and to be able to use or discard items as necessary. There is a good deal of "politics" in any organization. Be aware of it but don't get involved. Have a thorough knowledge of the political structure of your organization and be able to predict what will happen if it changes.

7. Open mindedness. Always consider what the other person feels. Be able to see the other person's side. Try to avoid value judgments. Determine why something is wrong, not who is wrong. If you disagree with an idea, make it clear that you are disagreeing with ideas rather than attacking the person. Most important, be able to laugh at yourself, to keep your sense of humor.

8. Self-confidence. Self-confidence is developed through preparation. Get adequate sleep, nourishment and exercise to keep physically fit and mentally alert. A clear mind is needed to think through problems, analyze, seek alternatives, consider consequences and develop plans.

With introspection and diligent dealings with others, a manager can measure up to quality leadership. As a manager grows, so does the organization.

## Mistakes of Man

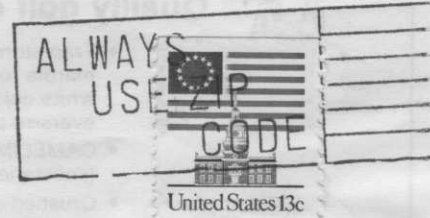
Cicero, the Roman philosopher, listed these mistakes of mankind:

1. The delusion that personal gain is made by crushing others.
2. The tendency to worry about things before they happen.
3. Insisting that a thing is impossible because we cannot do it ourselves.
4. Refusing to set aside any and all trivial preferences and prejudices.
5. Neglecting the development and refinement of the mind—not acquiring the habit of reading and thinking.
6. Attempting to compel the other person to believe and live as we do.

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