

Vance and his crew did an excellent job preparing the course for us. A lot of fun was had by all. Great job Nick!

The winning team of Bill Shirk, Mike Legere, Walter Montross and Ed Walker posted an outstanding 62. Second place went to Scott Wagner, Ken Ingram, Gary Angell, and Larry Cosh with a 63, and a match of cards, over third place winners Jeff Vance, Ed Cashman, Bob Mortensen, and Mitch Williams.

Again, thanks to our sponsors of the fun prizes, which help make each event a little more exciting !! The winners were: Mike Legere, straight drive (Ace Tree), Tim McMahan, long drive, (Finch Turf), Bill Neus, closest to pin, (Prolawn/ Bergamo), Lee Dieter, Closest to pin, (T.R. Snoots), Tony Shore, closest to pin, (George Riddle) and George Renault, closest to pint (Ault, Clark & Assoc.).

UPCOMING EVENTS

October 8

Annual Championship at River Downs

October 21

MET Tournament at Maryland Golf & CC

November 12

Open Play at Caves Valley

Ten Simple Tips for More Effective Management

Management has never been easy. But these days, managers face potential pitfalls every single day. Even seemingly inconsequential actions can end up breeding complaints, problems and conflict.

If you're trying to prevent management blunders, stay tuned. Here are ten of the most common sources of management problems you'll encounter - and common-sense suggestions you can use to keep those problems at bay.

1. Failing to Communicate. A well-informed group of employees is one of the most important ingredients of a healthy, upbeat workplace. But don't just communicate the big picture. The seemingly little things - the broken coffee pot, slight changes to the work schedule, the new format of payroll checks - are often just as important to employees. By talking about the little things, you'll prevent gossip and rumors, and foster a sense of ownership.

2. Failing to delegate. This is a common problem among inexperienced managers. By delegating liberally, you not only keep your own desk clear, but you give employees the opportunity to solve problems on their own, and grow toward their own potential.

3. Taking things personally. Sure, you're angry when an employee is late three days in a row. Or when an important task isn't completed on time. But remember: when you turn a

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Ten Tips

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a work-related issue into a personal one, you can easily spark personal animosity on the part of the people around you. Always maintain a professional objectivity and decorum, whatever the issue and however upset you might feel inside.

4. Failing to set parameters. Every management style implies a certain set of employee expectations. So if you're the type of manager who likes to be alerted the instant an inventory problem occurs, for example, let that be known. On the other hand, if you expect employees to suggest recommendations along with reports of problems, communicate that expectation. Whatever your broad expectations, be sure your employees understand them.

5. Holding in the big stuff. Imagine a manager becoming increasingly dissatisfied with an employee's performance, but saying little or nothing about the problem until the employee's annual review comes up. The employee ends up being shocked, and much of the potential for improvement in the situation is poisoned. The moral: When you notice problems, act. Don't wait. And when you must criticize, use the occasion as an opportunity to develop positive objectives with employees.

6. Forgetting to say "thank you." True, a manager's life is very busy. And it's unproductive - and insincere - for a manager to offer constant thanks. But an occasional word of praise for a job well done or even for commonplace dependability affirms your employees' value. They appreciate your gratitude; most employees need your gratitude to perform at their peak.

7. Failure to motivate. It's easy to assume that the weekly paycheck alone motivates employees. But experienced managers know this isn't true. Other motivators - benefits packages, oppor-

tunities for personal and professional growth, friendships on the job, the opportunity to learn - can all be vital to employees. The wise manager discovers what triggers the interest of each employee, and responds accordingly.

8. Treating everybody the same. At first blush, you'd think that managers should treat every employee identically. That's only fair, right? Wrong. No two employees the same skills, temperament or experiences, and no two employees need exactly the same kind of supervision. Some employees need a fixed routine. Others need the opportunity to demonstrate creativity. Some need an opportunity for highly structured relationships with a supervisor. Others need constance feedback. Figure out what each employee needs to do the job effectively. And treat each employee accordingly.

9. Failure to obtain information. Poor or missing information leads to poor decisions. Information is the lifeblood of any manager. Information comes from formal employee reports, but also from casual conversation, conferences, informal networking, even by walking around. Keep three or four information channels open to you, and you'll minimize unpleasant surprises.

10. Failure to demonstrate loyalty. Managers usually expect employees to show loyalty to them, but often forget that loyalty is a two-way street. You can demonstrate loyalty by making affirming comments to employees, wishing them well on special occasions, paying attention to their personal needs, and using their mistakes as mutual learning opportunities.

Here's an extra eleventh management blunder: lack of planning. This malady leads to mismatched priorities, poorly fitting schedules, and improper allocation of your and your employees' time. Clear goals and objectives, coupled with the right schedules and action plans, keep you and your employees on track.

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