

Professional Development - Molding a Team

The ultimate test of management is the ability to motivate and encourage individual employees to work together as a team. Most managers say their greatest asset is their people. Yet, many managers focus more on their operating systems than their operators.

Molding a group of individuals into a well-functioning team doesn't just happen. It takes planning, action and follow through.

First, clearly define your program's goals and objectives. Establish the big picture with your overall goal - such as providing the best sports surfaces for all levels of play. Then define the broad, yet specific, objectives that must be

met to achieve those goals. This might be an outline of the level of maintenance required for each game field and each practice field, or the annual maintenance program for each field or field group broken down by month, or the schedule of events that will be held on the fields, or a combination of all these details. This helps all personnel understand the objectives and focus on the goals.

Next define individual job assignments and responsibilities and the contributions these make in meeting the objectives. In other words, define the role of each employee and how it impacts field quality. This helps individuals recognize the importance of their contributions and the contributions of others and helps them function as a team working toward a common goal.

Provide the proper training, tools and materials to enable each individual to fulfill their assignments and responsibilities. Do make sure each person has the ability and skills necessary to successfully complete each aspect of the job. Do encourage individuals to "think outside the box" and to provide ideas and suggestions to perform tasks more effectively or efficiently and to improve overall field maintenance programs or field quality.

When and where possible, allow employees the flexibility to organize their tasks in a manner that best matches their working speed and performance levels.

Do accept the fact that mistakes will be made and problems will occur. Do establish the policy that the individual and staff are to focus on rectifying the mistakes and solving the problems, rather than assigning blame.

Do support continued success by complimenting individuals, assignment groups, and the entire team on a job well done.



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