

Of this group there are principally spectator sports but the ones most important are those in which the whole family can participate and at the top of the list we find GOLF - BOWLING - TENNIS - WINTER SPORTS - BOATING - again not necessarily in order of popularity.

GOLF as a family-participation activity is something that should be continuously promoted as it will provide not only competition but involvement of the entire family-group including both sexes and most important of all be the catalyst in uniting the American Family. Providing the "arena" for such unification is and should be the aim of every Golf Course Superintendent - make it convenient, attractive and challenging.

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BUDGET YOUR TIME -- DELEGATE from GCSAA Fore Front

Most people are familiar with the concepts of budgeting their money and spending it in ways that give them maximum benefit. But too many "money-smart" people are spendthrifts with their time.

One of the prime offenders is the manager who believes he must be personally involved in every aspect of his operation. This person has forgotten that a good manager is one who has trained his staff so well that he could walk out of his office at any time and be assured that routine decisions will be taken care of as well as if he were present. The superintendent who understands this and who has trained his staff to take care of the day-to-day mechanics of running a golf course is the one who has time and energy to devote to trouble shooting and long-range planning.

The key to effective delegation of routine decisions is to make it clear to your employees just how well informed you want to be about the actions they take on responsibilities you have given them.

How much independence you give a particular person should depend on the skill and experience he has. The ultimate in delegation is to allow him to make decisions and act on them without informing you.

Another form of delegation is to ask a staff member who has brought a problem to your attention to explore various ways of solving the problem, evaluate the alternatives, make a decision, and tell you what he has decided. You will then have a chance to discuss the situation in more detail if necessary. This is an excellent way to assess an employee's ability to make good decisions.

Effective delegation lets you win in two ways. You save your valuable time by not getting involved in minor decisions others can handle, and you also take an important step in training your staff. This on-the-job training increases an employee's value to your organization and contributes to good morale and teamwork. Continued back page

Be aware, though, that no matter how good your system is, mistakes will occur from time to time. The test of a good delegation system is how the situation is handled. On one hand, don't ignore the problem and hope it won't reoccur. But don't make such a fuss over it that a potentially valuable employee loses all confidence in his ability to make good judgements. Use this opportunity to initiate a discussion about what the proper actions would have been and why.

November 13, Sunol Golf Course tournament will include lunch, golf, no host cocktails with scores presented. Complete information published in next newsletter. Bill Nigh, home phone Area Code 415 321-1118 is Chairman of this event.

December 8, 1978 Rancho Canada, Carmel Christmas party

**OUR OBJECT: The Collection, Preservation and Dissemination
of Scientific and Practical Knowledge, and to Promote the Efficient
and Economical Maintenance of Golf Courses**

GOLF COURSE SUPERINTENDENTS ASSOCIATION OF NORTHERN CALIFORNIA

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