How Top Performers Lead

BUILDING A BUSINESS CASE FOR THE GOLF COURSE…AND HOW TO DO IT!

Bruce Gary – Engine 40 / Ladder 35

Story from the book "Firehouse" by David Halberstam

"The Guy with the Red Bandana"

"Everyone who can stand, stand now. If you can help others, do so."

Welles Crowther

What legacy will you leave behind you?

HOW WILL YOUR WORK BE REMEMBERED?

Overview of Our Day

- Trends Influencing Clubs and Golf Courses
- How These Trends Impact Golf, Golf Courses and Superintendents
- Planning for Your Golf Course(s)
- Managing the Budget and Planning Processes
- Converting Your Plan to Action
- Leadership Makes the Difference
- What Legacy Will You Leave?

Trends Impacting Golf Courses, Clubs and Golf Facilities

…AND EMERGING TRENDS THAT YOU SHOULD MONITOR

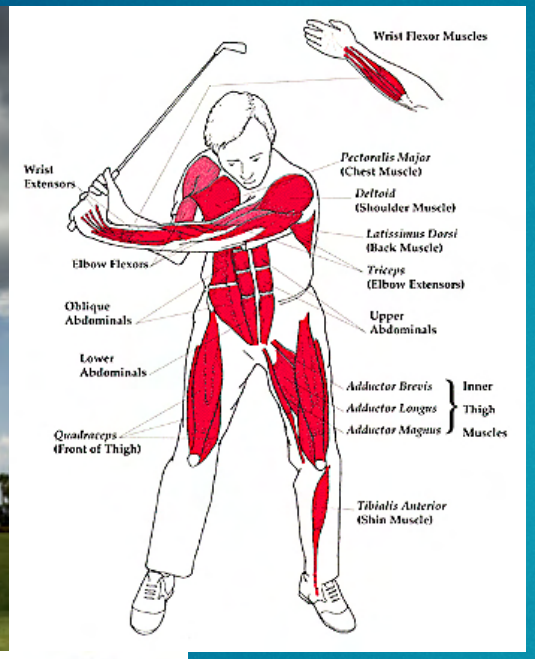
Seven Trends Impacting Golf in America

1. Changing Influence of Women
2. Advancing Emphasis on Wellness
3. Family-Oriented Programs and Methods
4. Environmentalism and Golf
5. Labor Policy and Costs
6. Membership Recruitment and Retention
7. Emphasis on Brand Management

1. Ladies First!
What do women want at your course?

- Respect and Recognition
- Platform of Socialization
- Safe Haven for the Families
- F's – Fun, Friends, Fitness, Families and Fresh Air

2. Fitness First!



- Wellness is the new "fitness".
- Walking to play golf and walking the course for exercise.
- More evident at private clubs than daily-fee.

3. Family First!

- Junior golfers are the future.
- Family golf times and programs resonate with moms.
- Create a safe haven.

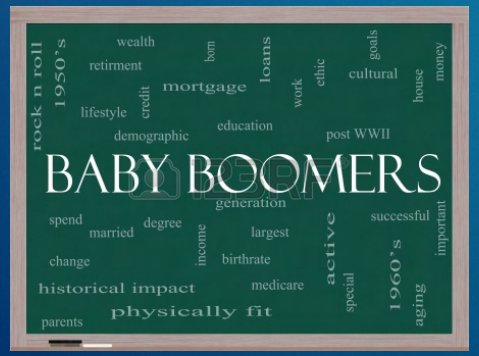
4. Earth First!

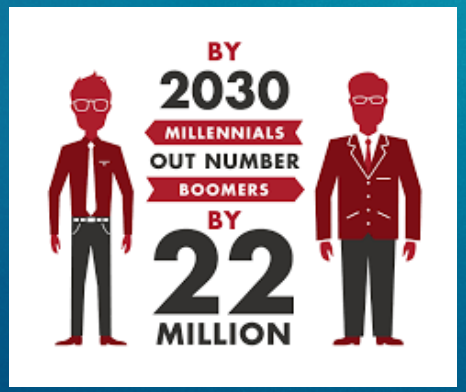
- Environmental programs and programming matter!
- "Own" environmental leadership at your course.
- Teach environmental responsibility at your facility.
- Make your course a laboratory for best practices.

5. Workers First!

Labor costs constitute 52% to 56% of most golf facility budgets.

6. Members First!





- 6.5% of private clubs in North America are full with a waiting list.
- Most clubs are **constantly** recruiting new members… or should be.
- Member recruitment and retention are strategic priorities at most clubs.
- Do you know your future member?

7. Brand First!

"In 2015, Uber – the world's largest taxi company – owns no vehicles; Facebook – the world's most popular media owner – creates no content; Alibaba – the most valuable retailer – has no inventory; and AirBnb – the world's largest accommodation provider – owns no real estate."

The golf course superintendent is the keeper of the brand.

WHAT LEGACY WILL YOU LEAVE BEHIND YOU?

Emerging Trends for Golf?

Generation X: Men vs. Women

Advertising That Resonates

	FEMALES AGES 35-54		MALES AGES 35-54
TONALITY	*Sentimental* — *Focused on milestone events*	TONALITY	*Simple* — *Dialogue driven Cool & calm*
THEME	*Real Life* — *Everyday family activities*	THEME	*All-American* — *Football, cars, projects around the house*
HUMOR	*Family Friendly* — *Safe, in no way "inappropriate"*	HUMOR	*Clever* — *Low-key, subtle*
CHARACTERS	*W35-54* — *Real world settings and relatable situations*	CHARACTERS	*M35-54* — *Masculine, skilled (not inept), authentic*

Source: Nielsen

nielsen

TOPGOLF

How Trends Are Changing Golf Course Superintendents

Communication

1. Informative and insightful multi-media learning programs for your members.
2. Teach from youngest to oldest and from female to male.

Environmentalism

1. Create a safe haven.
2. Celebrate safe and responsible course care practices.
3. Be ahead of the environmentalism curve.

Future Planning

1. Prepare the club for its future.
2. Develop proper planning tools.
3. Champion "right-sized" golf course conditioning.

Discussion of Trends

QUESTIONS | ANSWERS

Winning the Budgeting Game

PLAN YOUR WORK AND WORK YOUR PLAN

Begin with an understanding of the budget process.

Six Tips That Create Success:

1. Plan ahead of the process;
2. Communicate needs with each gatekeeper and stakeholder;
3. Signal your intentions for the next budget;
4. Repeat Steps 1 through 3;
5. Organize your Agronomic Plan;
6. Educate…Collaborate…Win!

Do you have an Agronomic Plan?

YOUR AGRONOMIC PLAN IS YOUR STATEMENT OF INTENTIONS, STANDARDS, EXPECTATIONS AND NEEDS.

"Everybody has a plan until they get punched in the face."

World Heavyweight Champion Mike Tyson on Planning

Agronomic Plan - Contents

1. Overview
2. Cultural Practices
3. Fertility Program
4. Water-Use Program
5. Capital Expense Plan and Budget
6. Operational Budget
7. Golf Course Administration
8. Business Risk Management
9. Annual Maintenance Schedule

Overview

- Mission Statement
- Statement of Goals and Objectives
- Summary of Measurable Priorities
- Summary of Sustainability Program

Remember!

1. **Who will read this plan?**
2. **What it says about you?**
3. **What standards you consider a proper "fit" for your course.**
4. **What it requires budget-wise.**
5. **What legacy you will leave at your club.**

Cultural Practices

- Mowing
- Aerification
- Vertical Cutting (‘verti-cutting’)
- Renovation
- Divot and Ball-Mark Repair
- Sand Bunkers
- Cart Paths and Service Trails
- Course Set-Up
- Chemical Use

Fertility Program

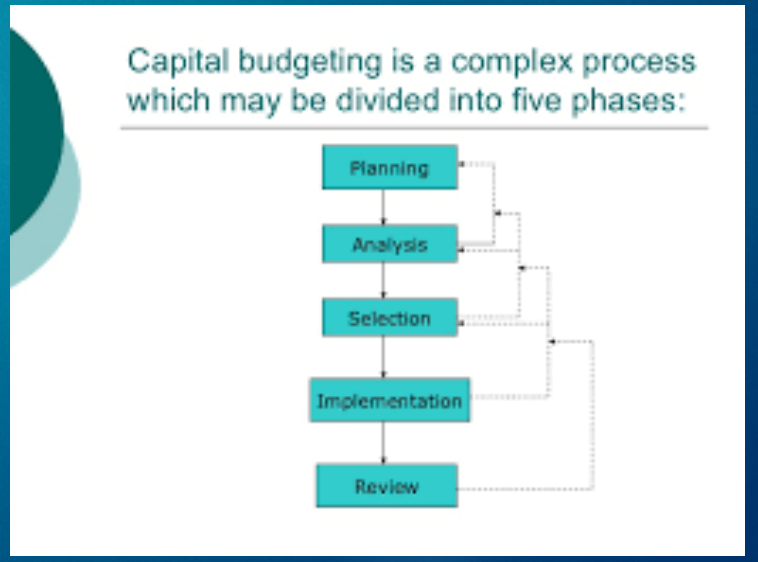
- Testing and measurement
- High-Impact Turf Areas (greens/ tees)
- Fairways
- Roughs
- Non-play Areas
- Trees/Forest
- Ornamentals
- Application Volumes and Schedule
- Chemical Use Review and Assessment

Water-Use Program

- Turf-type Areas and Methods (identified/defined)
- Non-irrigated areas (identified/defined)
- Application Use and Schedule
- Reservoir and storage
- Testing and re-use
- Water-use Review and Assessment

Capital Expense Plan and Planning

1. Definition of Capital Expenditures (versus normal maintenance costs)
2. Equipment Replacement
3. Safety Matters/Issues
4. Course Renovations/ Capital Projects



Operational Budget Process

Staffing Plan and Personnel Costs

1. Describe each position and activities (not duties) of each employee.
2. Describe required experience and qualifications.
3. Discuss trends for your access to workers.

Annual Budgeting

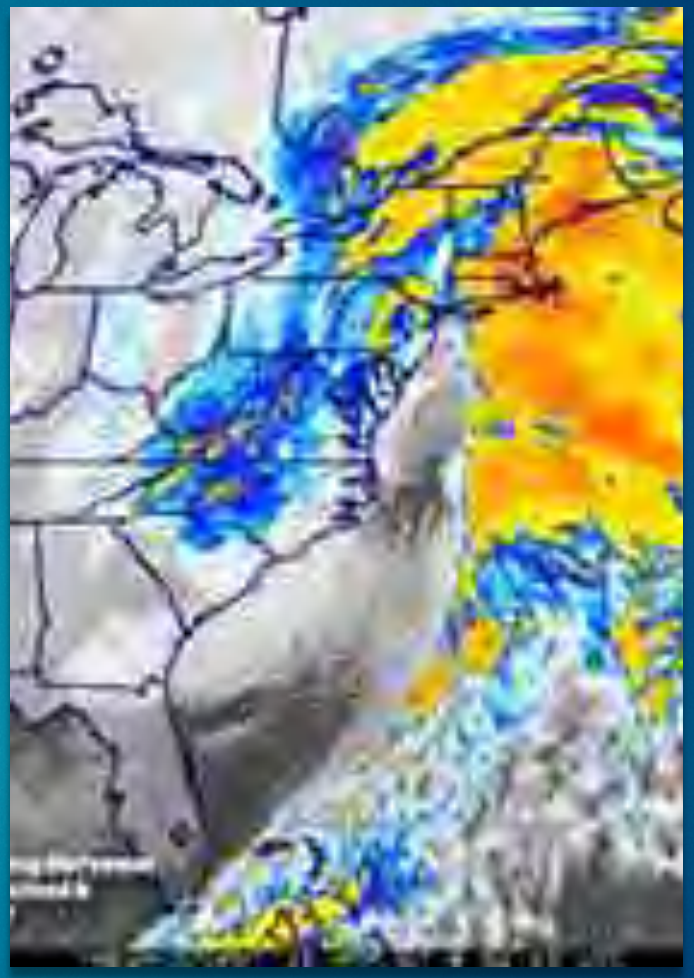
1. Begin with a zero-based budget approach.
2. Understand what limitations and expectations must be addressed.
3. Organize the budget to show financial relationships (with pie charts and graphs) to teach how labor impacts the scope of operations.

Baseline Budget Assumptions

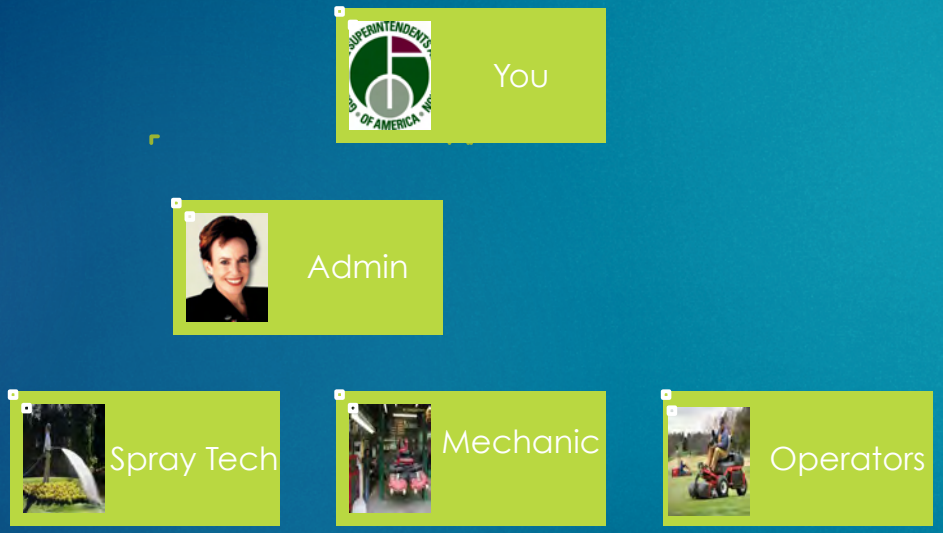
1. Prepare detail for every line-item in the budget.
2. Take all underlying work papers to each meeting.

Build your 2016 plan with weather in mind.

Superintendents should call on numerous weather prediction services: NOAA, National Weather Service, Weather Underground, WeatherBug, or Forecast.io, Farmers Almanac.
Know the weather forecast!



Golf Course Administration



- Organization of Management
- Employee Training Schedule and Topics
- Emergency Policies and Procedures
- Risk Management
- Hazardous Material Handling

Business Risk Management

- Personnel Records
- On-the-Job Injury Prevention
- On-the-Course Injury Prevention/Response (non-staff)
- Emergency Medical/Law Enforcement Guidelines
- Chemical Storage/Handling/Disposal
- Chemical/Pesticide Use/Distribution
- Fuel Consumption/Storage
- Lightning/Storm Warning

Annual Turf Maintenance Schedule

- Turf-Care Practices
- Fertility Program
- Renovations and Special Projects
- Seasonal Variations and Exceptions

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An Agronomic Plan is a careful and deliberate ingredient of your legacy.

THIS IS A PRIMARY DUTY OF EVERY SUPERINTENDENT

NEW ZEALAND
ALL BLACKS

All Blacks Culture

- Be Humble
- Leave the Jersey in a Better Place
- Sweep the Shed

Why does legacy matter?

THINK OF WHAT LEGACY SAYS ABOUT YOU…

Break

RETURN IN 15 MINUTES

Josh Deets

Served with me 30 years, Fought in 21 Engagements with the Comanche and Kiowa. Cheerful in all weathers. Never shirked a task. Splendid behavior.

Epitaph to Josh Deets – Lonesome Dove by Larry McMurtry

Great planning is a legacy in itself.

"Sound strategy starts with having the right goal.“

Michael Porter

Why All the Discussion of Legacy and Values?

BECAUSE TOP-PERFORMERS LEAD DIFFERENTLY

Top-Performers Place the Needs of Others First

October, 2012 - The Old Guard at Arlington National Cemetery

Leadership

1. THE ACTION OF LEADING A GROUP OF PEOPLE OR AN ORGANIZATION
2. THE STATE OR POSITION OF BEING A LEADER
3. THE LEADERS OF AN ORGANIZATION, COUNTRY

The Economist

2015 Predictions

"Across the world's great democracies, citizens will be disappointed by their leaders."

Bill Gates on Leadership

"As we look ahead into the next century, leaders will be those who empower others."

John Maxwell on Leadership

"Leadership is influence – nothing more, nothing less."

Warren Buffett on Leadership

"There are four keys to leadership: trustworthiness, skill, energy, love for the business"

Nine Keys to Leadership

1. Awareness
2. Decisiveness
3. Empathy
4. Accountability
5. Confidence
6. Optimism
7. Honesty
8. Focus
9. Inspiration

Inc.
Handbook of the American Entrepreneur

6.5%

Private Clubs in North America with a waiting list…to get in.

Source: Global Golf Advisors

Courage to stand alone may be a 10th characteristic.

Can you do what must be done?

The Science of Leadership

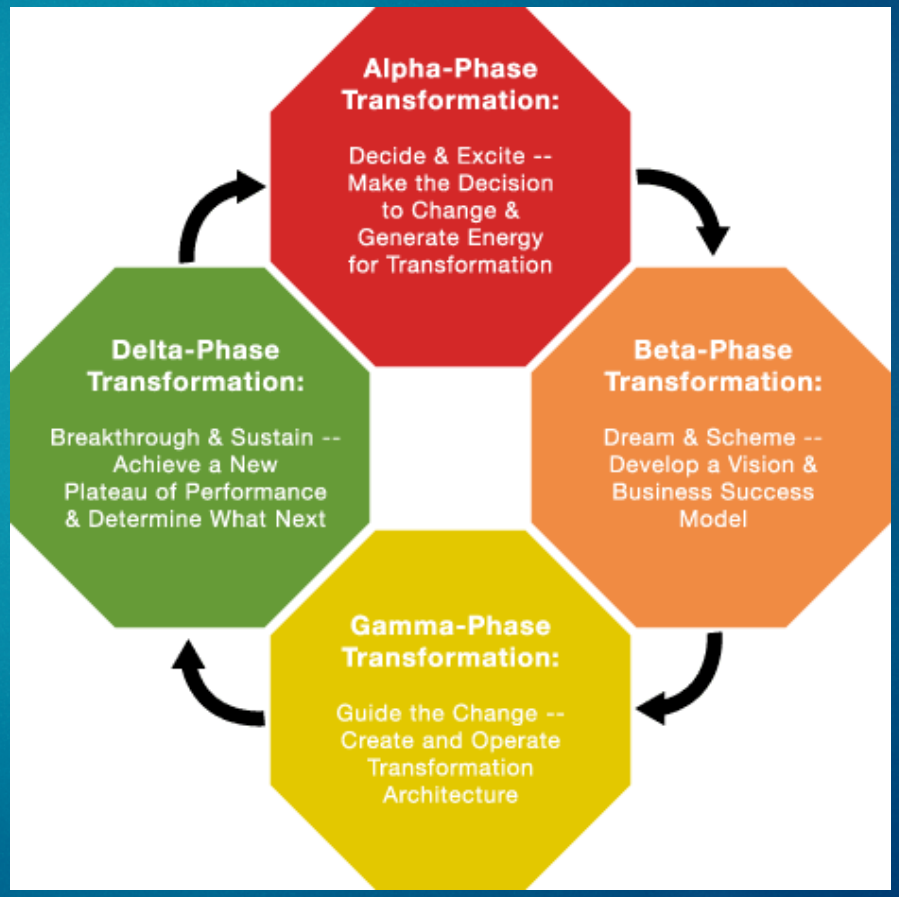
FOUR TYPES: ORGANIZATIONAL | TRANSFORMATIVE | RELATIONAL | INSPIRATIONAL

Organizational

- Goal-Oriented
- Measurable Results
- Hierarchal Descriptions
- Defined Time Periods

Transformative

- Purpose-Oriented
- Measured by Change
- Less Structural
- Defined in Degrees



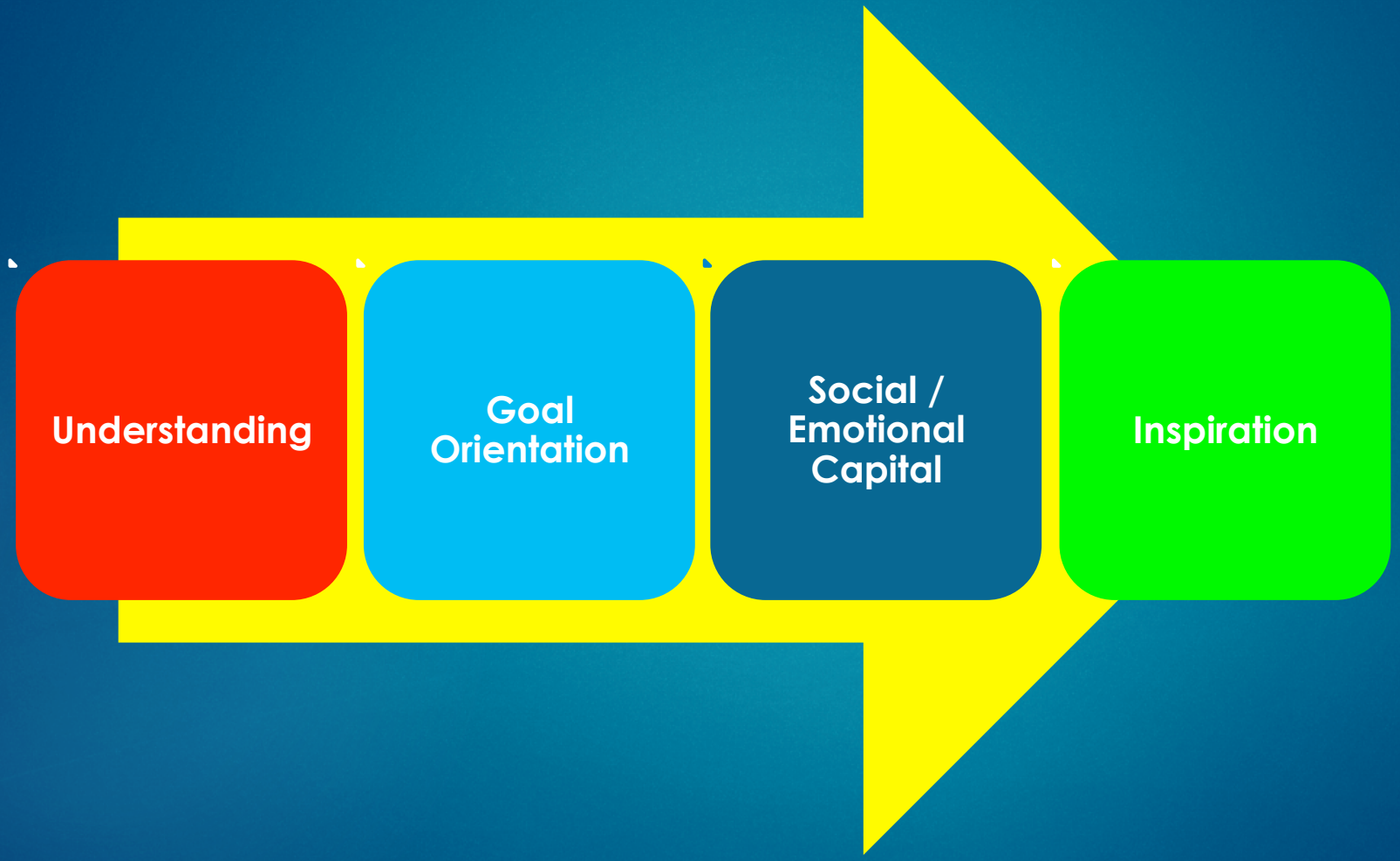
Relational

- People-Oriented
- Measured by Achievements
- Empowered Synergy
- Defined in Quality

Inspirational

- Value-Driven
- Measured in Emotional Impact
- Empowered by Example
- Defined by Devotion

The Art of Leadership



Servant Leadership

A FIFTH METHOD OF LEADERSHIP

Nelson Mandela

Truett Cathy

Eleanor Roosevelt

Servant Leadership

Robert K. Greenleaf

"The servant-leader is servant first. Servant leadership begins with the natural feeling that one wants to serve. That person is sharply different from one who is leader first."

There Are Eight Characteristics of Servant Leadership

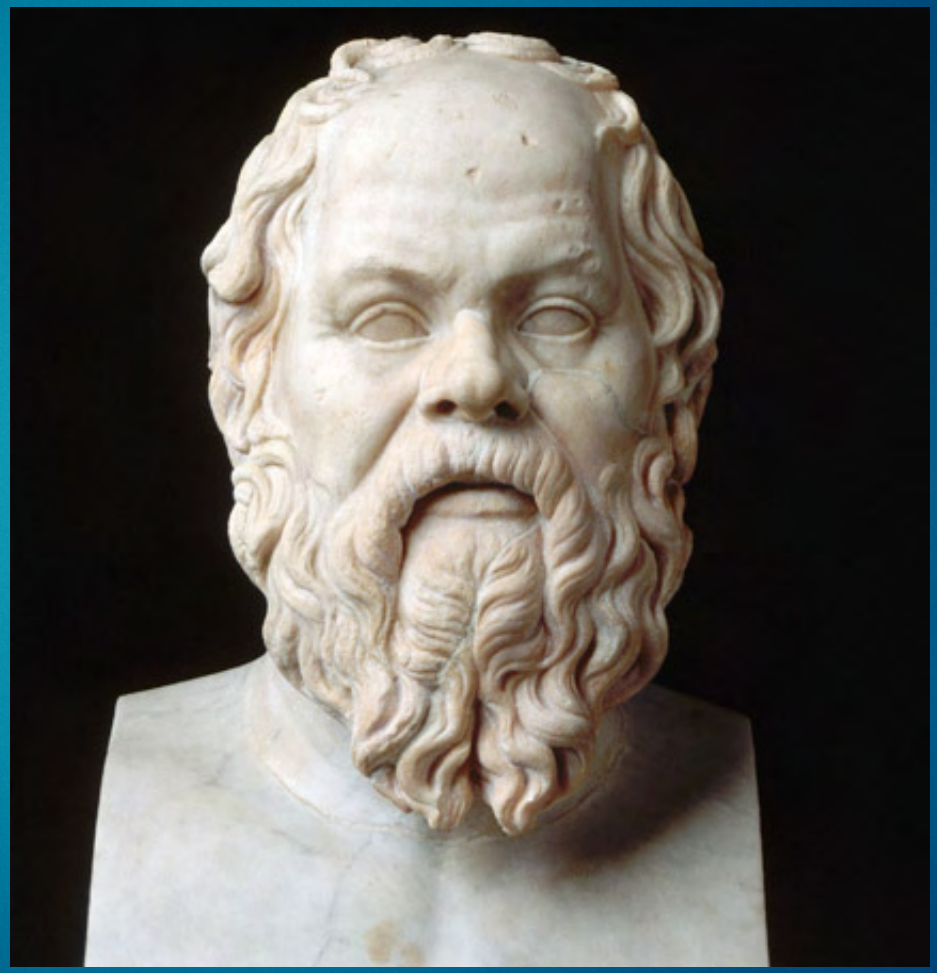
WHICH ONES *ARE* YOU?

WHICH ONES ARE GIVEN TO YOU?

WHICH ONES WILL DEFINE YOUR SERVICE TO THE CLUB?

1. Listener

Do you hear other viewpoints or only your own?



Socrates

2. Empathetic

Do you have genuine care and concern for your fellow workers?

Chief Joseph of the Nez Perce

3. Healer

Can you act with understanding and solutions to help others to move forward?

Dr. Martin Luther King

4. Aware

Do the wants and needs of others register with your daily roster of "things that matter"?

Mother Teresa

Characteristics of a Servant Leader

Vince Lombardi

5. Persuasive

Can you encourage others to accomplish big things that they themselves could not imagine?

Characteristics of a Servant Leader

John F. Kennedy

6. Conceptual

Can you envision new ideas, better methods and greater good?

"We will put a man on the moon in this decade and return him safely to earth."

“Well Mr. Kennedy, I’m part of the team that is going to put a man on the moon.”

National Aeronautics and Space Administration (“NASA”) – Houston, Texas 1962

Characteristics of a Servant Leader

7. Steward

Do you protect, nurture and sustain the things that you hold dear?

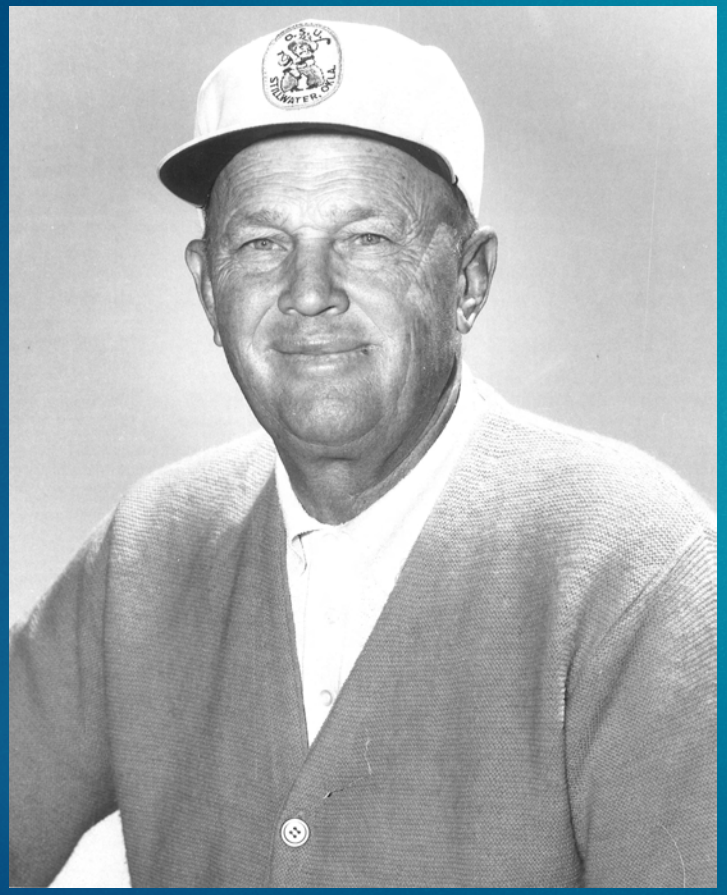
Winston Churchill

…Even though large tracts of Europe and many old and famous States have fallen or may fall into the grip of the Gestapo and all the odious apparatus of Nazi rule, we shall not flag or fail. We shall go on to the end. We shall fight in France, we shall fight on the seas and oceans, we shall fight with growing confidence and growing strength in the air, we shall defend our island, whatever the cost may be. We shall fight on the beaches, we shall fight on the landing grounds, we shall fight in the fields and in the streets, we shall fight in the hills; we shall never surrender…

Winston Churchill Speech Before the House of Commons

4 June 1940

Characteristics of a Servant Leader



Labron Harris

1. Listener
2. Empathetic
3. Healer
4. Aware
5. Persuasive
6. Conceptual
7. Steward
8. Coach

The Power of Leadership Through Teamwork

A DISHWASHER'S STORY

Leadership from Trust

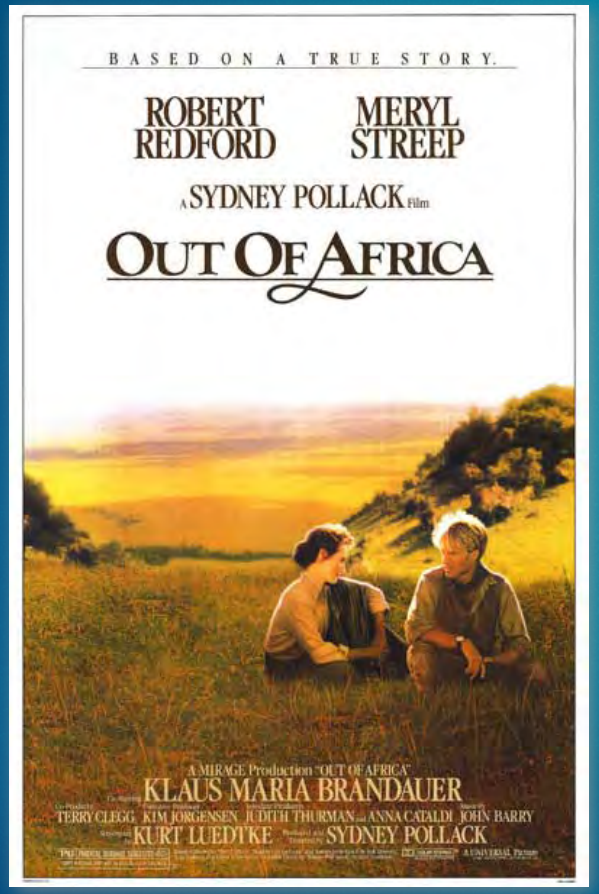
AN OLYMPIAN'S STORY

2012 London Olympics
Women's 4x100 Meter Relay

"I knew that they trusted me like I trusted them… and I would not let them down."

Carmelita Jeter

Servant Leadership



"If I know a song of Africa, of the giraffe and the African new moon lying on her back, of the plows in the fields and the sweaty faces of the coffee pickers, does Africa know a song of me? Will the air over the plain quiver with a color that I have had on, or the children invent a game in which my name is, or the full moon throw a shadow over the gravel of the drive that was like me, or will the eagles of the Ngong Hills look out for me?"

It is servant leaders who create culture and tradition; care and concern; and the words and deeds we treasure for lifetimes.

What Is Your Legacy to Be?

WHAT FOOTPRINTS WILL YOU LEAVE BEHIND?

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