



# Agronomy Letter

November 2007

## HR Practice – Alignment for People Performance

Gone are the days when Club Administrators, Managers and staff can ignore what has been communicated, understood, and committed to. Effective and efficient managers learn through co-operative feedback, and lead continuous learning at management and operational level. Making things happen as intended, and with the active co-operation of employees is critical. Each of these issues is measurable and together they form the basis of organisational capability.

Human Resources is no longer managing the paperwork around employment and wages. It is about improving organisation capability through active cooperation and inclusion of people to deliver an organisations goals to all stakeholders, efficiently and effectively. Every person has a role and responsibility in the club business.

This is the message Darren Cribbes will present in **HR Practice – Alignment for People Performance** at the upcoming international Golf Industry Show (GIS) to be held in January 2008, in Orlando, Florida.

Darren will be one of the first international speakers included in the education program for the Golf Course Superintendents Association of America (GCSAA).

The workshop involves active participation in a day long program to improve performance management through alignment of people, and the leadership roles of today's Club Manager and Golf Course Managers. Guests will develop their own People Performance Plan, linked directly to business goals, including the Learning Objectives:

- Concepts of excellence and customer focus.
- Planning and organising staff performance for success.
- Developing communications for improved performance outcomes.
- Moving from managing to leading.
- Lifelong learning and improvement.

The business aspect of people is an often misunderstood beast, and not restricted to just a few. Across all clubs, the performance of people has been strongly identified as a limiting factor to improved performance. Many clubs are seeking a means to improved performance. What better way to improve than with the people sharing the goals and aspirations of the business.

How do we improve people performance?

1. Establish a clear vision, goals and strategy to achievement.
2. Develop several items that must be done very well in order to be successful.
3. Check that all activities, and attitudes, are working toward achieving goals.
4. Change the aspects that are not leading toward improvement.

## Spotlight

### IPM MasterClass 2008 - Alignment for People Performance

Through presentations, group discussion and syndicates this program will introduce the critical issues underpinning the performance of people and the implications on improving performance.

The course will examine implementing improvement programs, how to keep them on track and how to continuously improve performance. We will cover basic theory around motivation and communication and undertake exercises during the day to show effectiveness.

We will also clearly cover the linkage between the performance of people and performance of the business. Get one right and the other will follow.

We encourage guests to form club syndicates to involve managers and committees in the outcomes of the program. Establish your clubs own People Performance Plan in one day.



## Power Tools



When you visit your doctor, part of the diagnosis includes a History and Physical. Use the same technique with your soil probe.

**Oxygen Gauge** – Remove a sample and smell if it is sweet, or a little on the nose.

**Compaction Meter** – Feel for layers as the probe is pushed into the ground.

**Moisture Sensor** - check often to understand moisture levels.

**Fitness** – Current dry conditions will cause raised heart rates. Do 3 repeats of 10.

**Collect Soil Samples** - Use analysis to develop a Nutrient Management Plan, unique to your site and targets, and optimum soil performance.

Contact TurfGrass Systems to assist you in a complete History & Physical, and a Nutrient Management Plan.

TurfGrass Systems is an **independent** management, agronomy and education consultancy working with client partners in Australia and internationally. We work with committees and managers in sporting clubs to develop continuous improvement practices by identifying limiting factors in their management systems. We work across the broad range of clubs from private to equity to public. All have a common goal of improving services for members and guests. We don't fix things, we transfer skills to committees and managers to ensure they do.

Learn how to improve your performance.  
Call us for a no obligation visit and conversation about your turfgrass performance.  
Visit our website for examples of the work we do with our client partners.  
Telephone (03) 9512 0602 - Email office@turfgrasssystems.com - www.turfgrasssystems.com