

CAREER NOTES

By Dick Bradow, PGA Employment Consultant

On behalf of the PGA of America and the Kentucky PGA, I want to thank the KPGA membership for your outstanding support of the 2008 PGA Compensation Survey. 204 KPGA members and apprentices completed the survey this year, which is nearly 75% of the active membership, compared to 183 completions (67%) in 2006. Your support has made the Kentucky PGA the leading PGA section based on percentage of participation. National participation by PGA members and apprentices was over 14,000 (60%), which helps ensure that the PGA Compensation Survey continues to be the most comprehensive in the golf industry. The results of the Compensation Survey will be available soon on PGALinks.com.

On another subject...as we move into the peak golf season for many PGA Professionals, you may find it challenging to stay on top of your workload with all the demands for your time and services. I hear this quite often from PGA Professionals, who tell me there are so many things going on at their facility, they feel there aren't enough hours in the day to get it all done. I know I felt this way many times during my years as a Head Golf Professional, even though I had a staff of exceptional Assistant Professionals and plenty of support personnel.

It often comes down to the ability to delegate effectively, an important skill for any manager to have in order to deal with the workload and continue to be productive. Effective delegation can free you to focus on the areas of your job where your skills, expertise, and personal supervision are needed the most. It can also motivate your staff, increase their productivity, enhance their skills, and help them feel more a part of the team.

The first step in effective delegating is choosing which items need your involvement and which items can or should be delegated. For each task or project, ask yourself the following questions:

- Is it something that your employer expects you to handle yourself and requires your own personal attention? These responsibilities should never be delegated.
- Is it something you are doing yourself, but could also be done by someone else with appropriate direction from you? In many cases, this type of work can be assigned to a staff member.
- Is it something that takes a great deal of your time but do not need to be doing yourself? These tasks should almost always be delegated and will allow you to make better use of your time.

It's inevitable that many of the items you delegate will be routine paperwork and other mundane tasks. Even though these are necessary to most golf operations, you don't want your employees to feel that you are just dumping more busywork on them. Try to assign meaningful projects and areas of responsibility as well, so you can give your staff members the opportunity to be creative and use their own initiative.

Keep in mind that delegation will often fail if you assign a project but don't provide clear directions, and then find that you are disappointed when the results don't meet your expectations. As a result, the next time you may feel compelled to do the work yourself, rather than delegate it and risk another "failure." This will lead to increasing frustration for you and a feeling on the part of your employees that you don't think they can do the job.

To create a positive cycle of delegation, make sure your employees have a clear understanding of how you want the work done, a target date for completion, any training or guidance that might be needed, and the time available to do the work. For ongoing programs or activities, monitor their progress with routine "checkups" so you can provide feedback to the responsible employee. After a successful project is completed, praise the employee for a great job and let others know how well the employee handled the assignment. Praise and positive feedback are wonderful motivators for any staff member – they will be eager to move on to the next assignment and will continue to be an asset to you and your facility.

If you are a PGA Professional who feels you were hired to do all the work yourself, try making better use of your staff and learn to delegate – everyone will benefit!

Dick Bradow is an Employment Consultant for the PGA of America and a PGA Certified Professional. He can be contacted at (502) 458-2002 or by e-mail at dbradow@pgahq.com.