



Pun Hlaing Golf Club

GCMO Management Training
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SAMPLE

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Tropical Landscaping International



www.tropical-landscaping.com

PHGC GCMO MANAGEMENT TRAINING

LOCATION

GCMO Meeting Room, Pun Hlaing Golf Club
Yangon, Myanmar
5th February 2007, 1430 hours

PRESENT

PRESENTER

Mr. Ben Davis, Head Consultant – Asia Pacific, TLI

GUESTS

Mr. Pramai, Superintendent
U Wi, Senior Assistant Superintendent
Zaw Min, Senior Assistant Superintendent
Myo Kyaw Kyaw, Assistant Superintendent
Aung Naing Oo, Trainee Superintendent
Aung Zaw Lin, Trainee Superintendent
Win Oo, Irrigation Supervisor
Tun Yee, Landscaping Supervisor
Ne Win Htun, Workshop Supervisor

INTRODUCTION

The following report and training program will identify issues with the Management of GCMO, and aims to provide assistance and training for the GCMO managers to be able to better manage the department and PHGC as a whole.

WHAT IS A SUPERINTENDENT/ ASSISTANT SUPERINTENDENT/ SUPERVISOR??

To begin with let's identify what the role of a Superintendent, Assistant or supervisor is. Another name for a Golf Course Superintendent is Golf Course Manager. This is very important, as it explains what is required. Management!!

WHAT IS MANAGEMENT??

But what is management?? Management is defined by Wikipedia as

*"The term **"management"** characterizes the process of and/or the personnel [leading](#) and directing all or part of an [organization](#) (often a [business](#)) through the deployment and manipulation of resources ([human](#), capital, [natural](#), intellectual or intangible)."*

WHAT IS LEADERSHIP??

Wikipedia also goes on to differentiate between management and leadership by specifying that

"Management has to do with [power](#) by position, whereas [leadership](#) involves power by influence"

HOW DOES THIS AFFECT ME??

Through your position as Superintendents, Assistant Superintendents or supervisors, you are THE Managers and Assistant Managers of the Golf Course Maintenance Department.

As the trained and experienced staff you should be able to influence the staff positively through LEADERSHIP.

These two tasks are very important for the successful running of the GCMO, and I think that at present they both require a lot of work, dedication and training to strengthen these areas for the betterment of GCMO and Pun Hlaing Golf Club.

TYPES OF MANAGEMENT IN GCMO DEPARTMENT

There are numerous different types of management required in the GCMO department. The major ones include

- **FINANCIAL MANAGEMENT:** Includes the control of budgets, expenditure, purchasing, fuel usage, quotation system etc. This is very important due to the requirement to run an efficient and streamlined department. Financial Management includes many cross-over management tasks and with most management decisions, the financial implications must be thought of. For example, by hiring further employees, (dealing with Human Resource Management), this increases the monthly wage budget and therefore increases expenditure. Instead of this, by increasing and improving supervision and management, more work and efficiency can be achieved from a smaller work force, providing an equal amount of work for less financial outlay. Another example is with machinery maintenance. Whilst spending a little bit more each month properly maintaining a car or tractor by changing its oil, cleaning it weekly etc. for example, the car will run a lot longer and will not require costly repairs or replacement. So by investing some time and money (Managing!!), the overall result is a saving of money, or good financial management.
- **HUMAN RESOURCE MANAGEMENT:** Includes all issues regarding to staffing and personnel. As the GCMO department employs over 100 staff, this is a critical area. A strong department needs **LEADERSHIP** from the **MANAGERS** and experienced staff, from the Superintendent, through the Assistants, Supervisors, and Foreman's to give the right impression, training and directions to the staff. Keys to good human resource management are
 - o **Communication.** Through verbal, written or electronic means, communication must be clear and concise. This is the idea of the daily meeting to ensure that the aims of Management are filtered correctly through to the staff so that the work is performed efficiently. Written communication including photos and onsite, on-course meetings are required so that everyone understands what is required.
 - o **Supervision.** There is only one way that this can be accomplished successfully. That is for ALL Managers (including superintendent, assistants and supervisors) to tightly watch and control all aspects of the GCMO operations. Once this drops, the staff become lazy and the Management ineffective. At present I would recommend that Pramai spends at least 50% of his time on the golf course, Zaw Min at least 50%, U Wi at least 30% and Myo Kyaw, Aung Naing Oo and Aung Zaw Lin at least 80% of the time. If the Managers are on the course this often, then the staff will realize that they are being watched (or managed), and more work and a better maintained golf course will result. The other area that requires significant improvement in

Supervision is the workshop. Pramai should try and spend at least 5 hours per week in the workshop directing what is required and ensuring work is being performed that is required. At present a lot of the problems that are present are due to machinery not working, and this requires increased supervision to remedy. Zaw Min and Myo Kyaw should also tightly control this area as I think at present the workshop is working at around 30% of its capability due to underperforming or lazy staff. **Increased supervision and management WILL result in increased work.**

- Strength and Unity. Very important that the Management is seen as being strong and united. If people sense weakness, they naturally take advantage, so Management has to make sure that they are united together working for a common goal, the betterment of the golf course, and they show strength to the staff and workforce by being assertive and applying the rules and regulations of the company tightly.
- Leading by Example. If Management seem like they don't care, then naturally staff will also have this attitude. Management need to be dynamic and proactive, leading the way by working hard, helping the staff, being particular about the way jobs are done, training weaker staff members etc. Whilst some people are not natural leaders of people, by becoming involved with the staff, and by acting in a way that the staff know that you are passionate about your job, the right attitude is passed down and "leadership" naturally occurs.
- PROJECT MANAGEMENT: Whilst the golf course can be looked at as one big project, it can also be broken down into many smaller projects that require management. These would include things such as greens management, bunker management, irrigation management etc. etc. All these smaller "projects" are required for the larger project "the golf course" to be at its best. When one smaller project, like the bunkers at present, is poor, then the whole golf course suffers. Each one of these smaller projects requires specific management to ensure the large project is at its best.
- OPERATIONAL MANAGEMENT: Extremely important, especially on a golf course. Whilst operations of mowing, irrigating etc. are obviously important, there are currently a number of problems that are present on the course due to poor operational management. Operation Management includes the planning and operation of tasks required on the golf course. If the planning and management of the operation is not thought through in detail then problems will occur with small projects and the course itself. A great example of this is the greens at present. They are quite bumpy and slow to recover from the aeration. This is due to the fact that they haven't been top-dressed enough due to a lack of sand. A good manager would have known that sand would be required and prepared the sand earlier so that it was available when required. They also would have realized that due to the tractors and trailers that are required to move the sand being damaged, that they needed to be repaired ASAP to allow the sand to be moved to the sieving area, so that it could be stockpiled for use on the golf course when required. Therefore, for the one operation there are a number of management steps required including determining what the aim is, determining what equipment or resources are required for the job, are there any potential problems to achieving what is required and fixing

any problems that may be present. Another example is the amount of rubbish present on the course, due to the fact that there are no tractors and trailers are available that the rubbish isn't collected and the course looks messy. Again, whilst rubbish is the end result, the actual problem is the lack of tractor and trailer, and these need to be repaired first to stop the problem of rubbish on the course. Another example of good operational management would be to have spare parts or chemicals available in stock, so that when a machine breaks down or disease is present on the golf course, an immediate remedy can be put in place to fix the problem, without having to get quotations, make purchases, get budget etc. etc. This is called being PROACTIVE and is very very important to be proactive to be a good manager, and not REACTIVE, by anticipating problems that may occur and devising a solution before the problem occurs.

- TIME MANAGEMENT. Probably the most important of all forms of management. Time management has many different areas including project planning, supervision etc. With the GCMO I think at present we are relatively poor time managers. What I mean by this is out of the 10 hours per day that we work and are paid for, that maybe 50% at the most are used effectively and the rest is wasted. How do we waste this time?? If we each honestly look at what we do there are many ways that we lose time. The most simple is being idle, by chatting about unrelated things, sitting in the office, talking on the phone etc. etc. Whilst we do not have a large administrative staff in the GCMO department, figures from offices overseas have shown that people spend 20% of their day on personal emails, 20% on smoke or coffee breaks, 10% playing games or reading papers and 10% chatting with other staff members. This leaves only 40% of the day to actually do what they are paid for. If we are all honest we can realize that sometimes we could spend our time a little better. As mentioned previously, by increasing supervision, and removing the two staff working together system, work increases so time management is more effective. If we can increase the time management of all staff by even 20%, which still allows for a large amount of unwanted down time, this is the equivalent of hiring a further 20 employees!!

Other factors of time management include performing tasks in correct orders (planning) and anticipating any potential problems that may arise (being proactive)

- Other forms of management that are required are
 - o Performance Management
 - o Training Management
 - o Environmental Management
 - o Customer Relationship Management
 - o Quality Management
 - o Personal Management

Which I will discuss further verbally in our meeting.

HOW TO IMPROVE OUR MANAGEMENT

The first thing that we require is to admit that currently there are some problems with our management techniques. Once we admit to this, we can work towards improving our management skills.

Following this the following steps need to be taken

1. PERSONAL APPRAISAL

Each of us need to look at ourselves and determine which areas we think we are strong in, which areas could be improved and which areas we are weak in. This is a difficult process, but once the appraisal has been completed, then we can identify which areas require training and development,

2. TRAINING AND DEVELOPMENT

Can be done in many different ways. An effective way is that a person with a strong skill (maybe time management) can teach and mentor a person with poor time management on how to operate. This is an easy way to provide the skills and training required. Other ways are through structured learning (courses etc.) or personal investigation (reading books, internet etc.).

3. REAPPRAISAL

After these two steps have been performed, it is worth reappraising where we currently feel our weaknesses lie. If the training has worked, then a previous weakness may now be a strength. On the other hand, the reappraisal may identify a weakness that was previously overlooked.

4. PEER REVIEW

Very simply this is where we compare each others strengths and weaknesses, in a positive way. It is about trying to identify how we can help each other to develop both personally and as a team.

5. MANAGEMENT REVIEW

This is where senior management or consultants review the progress of middle management to determine if progress is occurring, if people are in the right position, if management or structural changes are required etc.

AREAS FOR IMMEDIATE IMPROVEMENT

There are two main areas of our management that we need to improve immediately. The first one is supervision and leadership. I group these two together as at present a lot of the staff have fallen into the old habit of becoming lazy and working inefficiently. As most of the staff are not educated, the management needs to take a greater role in providing leadership and supervision to ensure that the staff are working as efficiently as possible.

This is very simple management to perform. It basically consists of constantly monitoring and controlling the staff's action. This can be achieved by constantly driving around the golf course looking for problems or areas that can be approved, and showing leadership to the staff that management really cares. Basically, if the staff think they can get away with doing nothing, they will. It is vital that management leads by example and demands that a high standard of work is provided at all times.

The second major issue is planning, which can also incorporate time management and efficiency. At present it appears that planning is quite haphazard, with jobs and tasks taking a long time to plan with the result an inefficient department. Where possible management should be proactive, trying to repair or determine problems before they happen. When problems do happen, they should be repaired as soon as possible, within the hour if possible, or a day at the most. This is easily identifiable at present with problems such as broken down tractors which have sat damaged in the same spot for 2 months. This is an example of very inefficient management, and a job that should only

take one day has still not been finished after 2 months, with damage to the golf course now resulting.

Another example of this was the to-do list that was sent through on the last trip. Whilst this list was comprehensive, I would have expected most, if not all, tasks to be completed by the time I returned. This has not been done, and again shows the inefficiency or ineffectiveness of our management skills.

Remember, it is always better to do something today than tomorrow, as tomorrow never seems to come!!

CONCLUSION

We need to work as a team to strengthen our management skills, for the betterment of the golf course. At present some of our individual and teams weaknesses are resulting in problems that require fixing. Over the following months I expect for our management skills as a team and individually to improve, which will result in benefits such as increased productivity, reduced down-time and reduced expenditure. This in result will provide a truly international standard golf facility which is neat, tidy, playable and efficient in all ways.

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