

EXCEPTIONAL LEADERSHIP AND THE HUMAN CONNECTION

- What is Exceptional Leadership?
- How can I become an even better Exceptional Leader?
- What is meant by the Human Connection as it relates to Exceptional Leadership?
- How can I improve my work performance and not work as hard in the future?

The answers to these questions will be covered in our session today.

Welcome!

As stated in the introduction, I am Dennis Lyon, CGCS.

Superintendent/Manager of Golf for the city of Aurora, CO for 37 years.
Currently retired.

When teaching, the army taught me to: tell them what you are going to tell them, tell them and then tell them what you told them. You may hear important information more than once.

I am Devin Mergl
Assistant Superintendent - The Club at Flying
Horse
RMGCSA – Board Member
Colorado Springs, CO



MY GOAL TODAY IS TO SERVE AS
YOUR EXCEPTIONAL LEADER.

HOPEFULLY BY THE END OF TODAY'S
SESSION, YOU WILL ENGAGE
"EXCEPTIONAL LEADERSHIP" AS YOUR
STANDARD FOR MANAGEMENT AND
SUPERVISION.

THANK YOU FOR CHOOSING THIS SESSION

As superintendents our hearts get more excited when we talk about SARs or pH as it relates to nutrient availability, or the relationship between N usage and dollar spot on bent greens, the impact of wetting agents on isolated dry spot, etc.

But in today's world, superintendents need to become experts in the management of people. This is where the power of Exceptional Leadership can become a valuable tool in your management toolbox. (Learning Takeaway)



TODAY'S SESSION WILL INCLUDE

The traits of exceptional leaders

The components and value of the human connection in the work place

The intense demands of today's work environment

We will discuss the traits of bad managers and the traits of good managers

Participants will be asked to share some of their leadership experiences, both good and bad

TODAYS SESSION WILL ALSO INCLUDE

The key elements of exceptional leadership and their values and benefits

You will also understand the concept of, “you are what you ate”

And for those willing to share with the group at the end of the session, a valuable **LEARNING TAKEAWAY** they intend to take back to the work place; “I HAVE **CHOCOLATE.**”

WHAT IS EXCEPTIONAL LEADERSHIP?

A LEADER: is someone in a position with the capacity and or ability to lead.

EXCEPTIONAL: is extraordinary, unique or remarkable.

In general terms, “exceptional leadership” is the ability to excel, as a leader, supervisor or manager, in today’s workplace world, regardless of its challenges and difficulties.

THE HUMAN CONNECTION

Today's managers need to maximize use of their human connections.

“One cannot not communicate,” as a supervisor you are always “on”.
(Learning Takeaway)

Utilize the Platinum Rule (Learning Takeaway) along with the Golden Rule.



The Human Connection includes the components of:

- Communication; maximize listening
- Caring
- Kindness
- Empathy
- Humility
- Understanding
- Compassion
- Authentic Praise



THE EVOLUTION OF OUR PROFESSION, FROM THE BARN TO THE BOARD ROOM.

The Scotts were the first Greens Keepers/Course Managers in this country. They were white shirt/tie managers who did not associate with the golf workers.

Great depression made the way for men of the soil, especially the original farmers who worked the land where the courses were built.

50's and 60's saw the beginning of the evolution of the college educated turf manager, 2&4-year turf programs were established. Superintendentcy as profession started to grow.

70's and 80's saw an evolution of the profession. Education, certification and governmental regulations moved the profession forward as a true profession. Competition within the golf industry.

90's and beyond, saw a boom in turf management education, equipment quality and an evolution in turf maintenance, technology.

The superintendent profession has, over time, moved from the "barn" to the "board room".
(Learning Takeaway)

WHAT ARE THE RESULTS OF THIS PROFESSIONAL EVOLUTION?

Today's superintendents are turf care professionals who face, exceedingly high playing condition and turf quality expectations.

The superintendent's job also requires competence/expertise in:

- human relations and governance,
- leadership, training and teaching,
- governmental regulation understanding/compliance,
- budget management,
- intense communication skills,
- and often willingness to assume additional responsibilities other than golf maintenance.

TODAY'S COMPLEX AND DEMANDING WORKPLACE EXPECTATIONS REQUIRE A DETAILED COMMITMENT TO ORGANIZATIONAL MISSION AND OBJECTIVES.

- They exist, whether written or not.
- A commitment to Mission and Goals is critical for maximizing organizational success.
- The leader always sets the organizational bar, either high or low.

MISSION

Utilize golf to enhance the quality of life for Aurora Citizens, provide a wholesome leisure activity, promote a positive community image and facilitate economic development.

GOALS

1. Maintain golf courses in top playing condition.
2. Provide quality, self supporting golf facilities at a reasonable cost in accordance with approved fiscal policies.
3. Promote efficiency and professionalism in all aspects of the golf operation.
4. Promote all levels of amateur golf participation and competition.
5. Value the differences between people and provide a receptive, inclusive environment for all golfers and employees.
6. Provide golf facilities that are safe to play, environmentally sensitive and accessible to all citizens.

GIVEN TODAY'S COMPLEX AND DEMANDING WORKPLACE EXPECTATIONS; THE COMPONENTS OF EXCEPTIONAL LEADERSHIP WILL:

- Help today's superintendent meet the demands of a workplace expectations
- Help them have the time required to plan for and anticipate the next crises. (Learning Takeaway)
- An Exceptional Leader's skills will help today's managers and supervisors accomplish more, work less, have less stress and have a more enjoyable life. (Learning Takeaway)

WHY ARE THERE SO MANY BAD
MANAGERS AND LEADERS IN
TODAY'S WORKPLACE? AND
HOW DO WE AVOID THE
PITFALLS OF THESE TYPES OF
MANAGERS AND LEADERS?



SURVEY RESULTS FROM OVER 100 GOLF
COURSE EMPLOYEES IN 2016:

TRAITS OF WEAK WORKPLACE LEADERS:

- Poor communicator, lacks vision
- Abusive, micro-manager, dictator
- Confrontational, authoritative, arrogant
- Closed minded, non-inspiring, self-promoter
- Unorganized, disrespectful, I'm the boss attitude
- Indecisive, impatient, insecure

SAME SURVEY RESULTS OF OVER 100 GOLF COURSE EMPLOYEES

TRAITS OF EXCEPTIONAL WORKPLACE LEADERS:

- Excellent communicator, listener, visionary
- Humble, collaborative, kind
- Sets example, delegates, inspires
- Honesty, integrity, compassion
- Positive, approachable, empathetic
- Teacher, acceptive of other's ideas, fosters teamwork

Good Traits

- Excellent communicator
- Listener
- Visionary
- Humble
- Collaborative
- Kind
- Sets example
- Delegates
- Inspires
- Honesty
- Integrity
- Compassion
- Positive
- Approachable
- Empathetic
- Teacher
- Acceptive of other's ideas
- Fosters teamwork

Bad Traits

- Poor communicator
- Lacks vision
- Abusive
- Micro-manager
- Dictator
- Confrontational
- Authoritative
- Arrogant
- Closed minded
- Non-inspiring
- Self-promoter
- Unorganized
- Disrespectful
- I'm the boss attitude
- Indecisive
- Impatient
- Insecure

Spend a moment thinking about your traits as a leader. Can you improve?

Examples of good and bad workplace leaders

BASED ON MY RESEARCH FOR THIS PRESENTATION AND 40 YEARS OF EXPERIENCE OR SAID ANOTHER WAY, MY “40 YEARS OF MISTAKES.”

TRULY EXCEPTIONAL WORKPLACE LEADERS ARE:

- Committed to organizational goals and objectives
- Recognize the value and power of communication (One cannot not communicate)
- Are dedicated teachers
- Delegators
- Embrace humility and kindness
- Accede to the components of virtue, values and ethics (Look in the mirror each day and evaluate who you are and what you stand for)
- Aspire to the components of honesty, wisdom and trust
- Embrace and enrich their “Human Connections”

AS STATED, “AN EXCEPTIONAL LEADER IS ALSO AN EXCEPTIONAL TEACHER.”

Successful employees are well trained.

Every leader on the team needs to be committed to training others.

EXAMPLE: The cart girl rollover accident, asphalt in the drainage channel, August 2018 GCM, Bellerive CC's Carlos Arrays's, CGCS, first day in golf on a sand pro.

Make your job easier, utilize the 2Ts + D of Exceptional Leadership.
TRAINING, TRUST AND DELEGATION. (Learning Takeaway)

EXCEPTIONAL LEADERS UNDERSTAND AND EMBRACE THE POWER OF DELEGATION.

- Delegation is a sign of strength and trust, not weakness
- Delegate procedures, measure results
- Mistakes are learning experiences
- The micro-manager is a nightmare
(Frank the fairway mower) (The supervisor helper)
(Have time to work)

ELEMENTS OF EXCEPTIONAL LEADERSHIP

“YOU ARE WHAT YOU ATE”

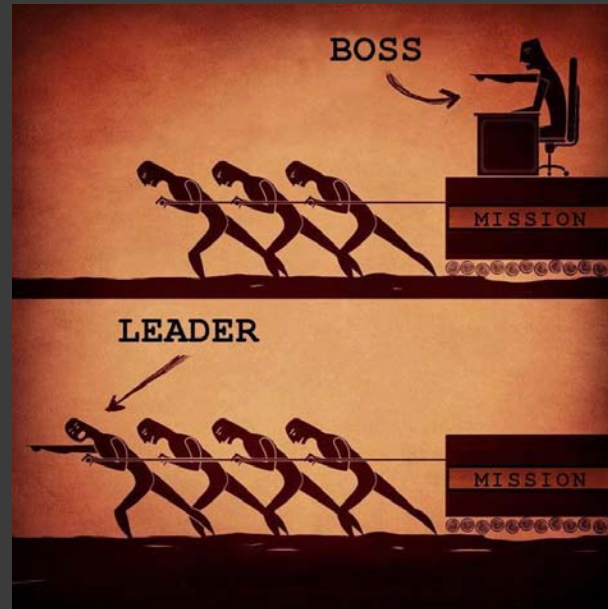
(Teaching Takeaway)

AS A LEADER DO YOU?

- Anticipate
- Accentuate
- Accommodate
- Advocate
- Communicate
- Congratulate
- Celebrate
- Captivate
- Cooperate
- Delegate
- Facilitate
- Stimulate
- Alienate
- Aggravate
- Complicate
- Dominate
- Exaggerate
- Frustrate
- Fabricate
- Humiliate
- Manipulate
- Retaliate
- Procrastinate
- Pontificate

My Point is as a LEADER you are many things, and to those around you, your Behavior ensures.

“YOU ARE, WHAT YOU ATE.”



A QUICK REVIEW,

“Tell them what you told them.”



CHARACTERISTICS OF EXCEPTIONAL LEADERS

- Committed to organizational goal and objectives
- Recognize the value and power of communication (One cannot not communicate)
- Are dedicated teachers and delegators
- Accede to the components of virtue, values and ethics (Look in the mirror)
- Aspire to the components of honesty and integrity
- Understand the importance of wisdom and trust
- Embrace and enrich the “HUMAN CONNECTION”

THE COMPONENTS OF THE HUMAN CONNECTION

- Communication
- Kindness
- Caring
- Understanding
- Empathy
- Humility
- Listening
- Compassion
- Authentic Praise

QUICK REVIEW CONTINUED:

THE EVOLUTION OF OUR PROFESSION

THE INTENSE DEMANDS OF TODAY'S WORK
ENVIRONMENT

AND FINALLY, "YOU ARE WHAT YOU ATE"

Learning Takeaways

A thought or idea you'll take back to
the workplace.
(Volunteers?)

CONCLUSION

The goal of the exceptional leader is to create a work environment which corresponds with the ideals of Chinese Philosopher, Lao Tzo, 600 B.C.

“The exceptional leader is one, when the work is done, and his aim is fulfilled, they will say, “We did it ourselves.””

Dennis Lyon, CGCS

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I'M AVAILABLE AND I'M FREE



One final thought on “The Human Connection.”

“Why is Junior Golf so popular?”

“Because Junior Golfers Impress the Girls!”

