

How To Be A Great Boss



Human Resource Update

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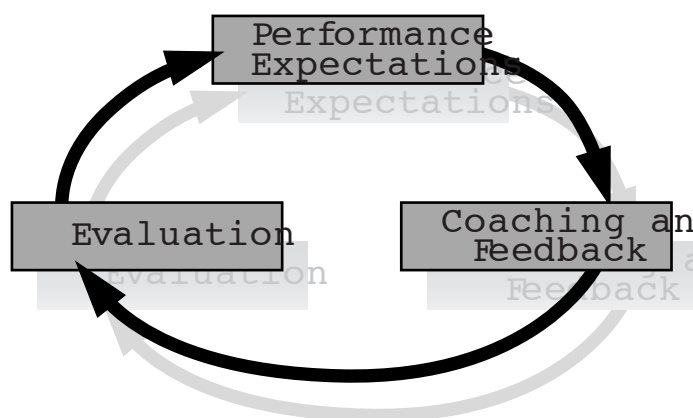
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10

We often think of a “great boss” as one who is nice all of the time. If we analyze the idea of a great boss, we get a much different picture. Think of the following situations:

- Sally is frustrated because she is unsure how well she is doing in her job. Her supervisor tells her she is doing fine but somehow she isn’t certain he means it.
- George is working hard and seems to be performing very well, but he doesn’t see how his hard work contributes to the business. His supervisor tells him he is doing fine just keep it up.

In both situations the supervisor is being a nice person but not a great boss. How can a supervisor be a great boss? The performance management process diagrammed below is a great tool to become a great boss. We will discuss each of the three components of the process.



Performance Expectations

Individual performance expectations are defined as the conditions or results of satisfactory work. They should be discussed and agreed upon before the performance period begins. They should be consistent with the mission, objectives, and goals of the business. These specific outcomes provide a target for the employee to shoot for. Effective performance expectations have the following four characteristics:

- **Measurable:** Truly result-oriented performance expectations must contain measures by which performance can be judged. Measures may include dollars, percentages, numbers of items, ranges, etc.
- **Time:** Productivity is often determined by how quickly desired results can be achieved. The employee and the manager should be clear on just when results are expected.
- **Attainability:** Performance expectations must be within the individual’s and the organization’s reach if they are to be an effective performance management tool. If either internal or external business constraints prevent attainability, they may serve to demotivate rather than motivate the individual.
- **Available resources:** The individual or

team striving to meet the performance expectation must know what resources including time are available to them.

Coaching and Feedback

Once the performance expectations are established, they serve as the accountability for the employee. It is now the employee’s responsibility to fulfill these expectations. The supervisor becomes a coach providing the support the employee needs to succeed. As with the coach of an athletic team, the “great boss” is now on the “sideline” providing the resources and the

encouragement the employee requires. The keys to the supervisor’s success in this environment are empathy and trust. Empathy to understand the employee, to know how and when to provide support. Increasing

levels of trust so that the employee will freely seek support when needed.

The key skills required by the “great boss” now become interpersonal skills. “Great bosses are individuals who listen. A valuable tool here is listening. Active listening is a special listening skill where we listen to and focus on both the content and emotional aspects and provide feedback on both. Other critical interpersonal skills include understand what motivates people, providing large quantities of feedback, “I” statements, and other communication techniques.

Evaluation

Evaluation can be both ongoing and a performance appraisal at a specific interval such as a year. Continuous evaluation can also be an important part of the coaching and feedback. Evaluation, usually in the form of a performance appraisal must be provided at the time that was established for fulfillment of the performance expectations. This is a time when three things should be accomplished:

- The “great boss” and the employee should discuss what is going well.
- They should talk about what can be done better.
- Based on performance and the first two items, new performance expectations should be

Establishing Greens

continued from page 5

pared to recommended seed rates. Root sampling indicated that as seed rate increased, the amount of surface rooting increased with a concomitant reduction of rooting below the 4" depth (see Figure 2). There was a significant cultivar effect for rooting. The "high shoot density, upright growth habit" of Penn G-1 resulted in the greatest amount of surface rooting (see Figure 3).

A substantial amount of below-ground competition was evident at the high seed rates. This effect was noted when fertility was reduced and plants became chlorotic. It appears that there is a greater need for additional resources to sustain high plant populations that result from high seed rates. In addition, the excessive accumulation of organic matter at the surface could pose serious long term consequences, especially if not addressed with a judicious topdressing program.

Cutting Height

Cutting height had a significant impact on ball roll distance (Figure 4). Results indicate that up to 3.5 feet can be gained in ball roll distance by reducing cutting height from 0.125 to 0.095. Yet, it is important to note, except for Penn G-1, no other cultivars were able to maintain acceptable quality at the close cutting height under traffic treatments. Furthermore, as cutting heights were lowered to 0.125" and below, many plots exhibited significant reductions in surface density. Plots established at the recommended seed rate or below exhibited a 25 to 50% greater incidence of algae as compared to high seed rate plots, especially for the more prostrate growth habit cultivar, Penncross. As cutting heights were increased above 0.125" in early fall, algae was not evident. In addition, there was a surprising increase in the incidence of take-all patch (*Gaumenomyces* spp.) associated with the low seed rate plots.

established for the next time period. Training and professional development opportunities can be identified to help meet the new expectations.

At this point we are back at performance expectations and the process continues.

Sally and George

We now return to Sally and George. Sally's supervisor was telling her she was doing fine but she's still frustrated by the lack of a clear understanding of her performance level. If she had a "great boss" using this performance manage-

Results from First Year Plots (established 1998)

Seedling Growth

Consistent with data from 1998, visual observations indicated that the higher seed rate plots exhibited more rapid germination independent of cultivar and seed treatment. This includes the seedling survival assessment which for the second year indicated a substantial difference in the percentage survival based on the pure live seed count, again independent of cultivar and seed treatment. This response is consistent with previously observed results from a golf course fairway study with different bentgrass cultivars. The efficiency of the increased seed rate approach is extremely low when viewed in this light, regardless of the fungicide or microbial inoculant.

However, unlike plots established in 1997, the 1998 plots demonstrated visual symptoms of *Pythium* spp. Plots with seed rates greater than 1 lb. per 1000 square feet had a 50% higher incidence as compared to the 0.5 and 0.25 lb. rate. In addition, the microbial seed treatments reduced *Pythium* to a level similar to the fungicide treatment at the 4 lb. (4x) seed rate.

Visual cover ratings recorded at six weeks after establishment when averaged across culti-

continued on page 12

ment process, she would be clear on her expectations and her progress relative to those expectation would clearly provide information on how well she was performing. George's supervisor is telling him to not worry about how his work contributes to the business and just keep up his good work. If George had a "great boss" using our process, the performance expectations would be derived from and clearly tied to the goals and the mission of the business or organization.

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These smaller plants are less likely to produce stolons that are necessary for traffic tolerance and recuperative ability following surface disruption.

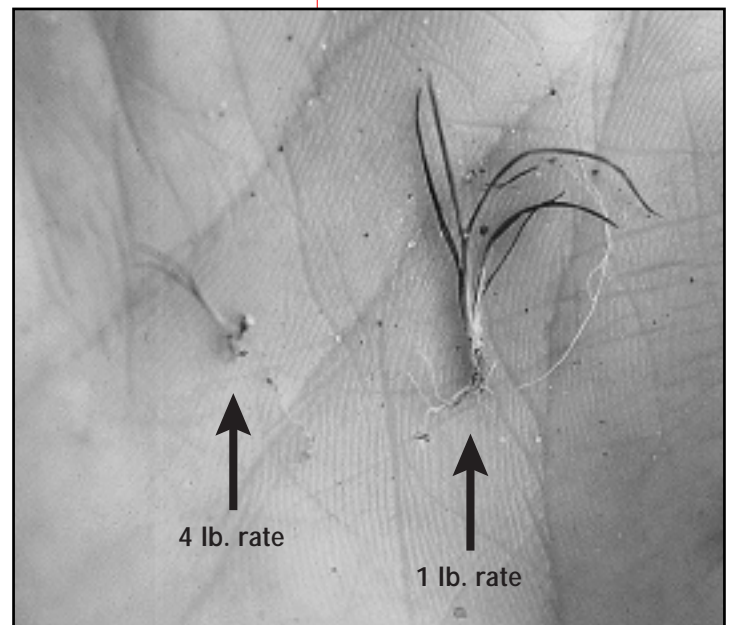


Figure 5

Individual plants established on the same date at different rates. The 4 lb. rate plot is 100% dense while the 1 lb. rate plot is about 80%. Which would you rather open for play?

11