

**BRUCE BARILLA**

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Managerial Qualities of My Best Bosses

I have worked for several bosses (general managers, locker room managers, club owners and tournament directors) since my early days as a caddie to more recently managing the pros locker room during a professional tournament.

Each one displayed positive managerial qualities. These traits instilled in me an increased respect for them and motivated me more to do a good job.

QUALITIES LISTED

Not necessarily listed in any specific order, yet equally important like a link in a chain, the following characteristics make for better board members, managers and supervisors.

You can check those you feel others would say you display or you think you need to improve upon.

If you are brave, have staff evaluate you anonymously.

_____ Does not get angry when others make a mistake.

_____ Makes it clear what is expected.

_____ Gives another chance by not firing someone even though could.

_____ Willing to rehire if an employee had to leave due to family problems.

_____ Fair and honest when it comes to compensation, splitting tips and the workload.

_____ Accepts apologies, realizing life is a maturing process.

_____ Shows respect by asking staff members for their opinions and carrying out their ideas.

_____ Provides necessary "tools" to do the job.

_____ Gives an occasional gift as a way to express appreciation.

_____ Actually cares about others as people.

_____ Stands up for what is right.

_____ Goes above and beyond in certain situations.

REAL-LIFE EXAMPLES

David Bradley, the owner of Fountain Springs Golf Course, where I am employed, doesn't get upset if I make a mistake when ringing up a customer. He admits to making the same mistakes, which encourages me and helps my confidence.

I am grateful to Robert Harris, who first hired me at The Greenbrier. When I moved back to Chicago because of personal problems, Robert allowed me to take sick leave, giving me time to make important decisions.

A few years later, when the position was once again open and I was feeling better, Robert rehired me. I will always be grateful to Robert.

When Cog Hill gutted the men's locker room and remodeled it for the Western Open, Nick Mokolke, the manager, called and asked us to design the shoeshine room.

This might sound simple, but it is important that employees (who perform the work and provide the service) are asked what they need and how the job should be done and then actually see their suggestions carried out.

Otherwise, morale will decrease and the staff will constantly be reminded of being ignored when working with the "improvements" made by someone else.

Scott Heatherington, former locker room manager at Butler National Golf Club during the 1980s, was fair when it came to sharing tips and the workload.

I'm reminded of the line in "Coal Miner's Daughter" when Loretta Lynn's dad says, "Let's go get it boys. It always loads easier on payday." Truthfully, every day was payday with Scott.

Being invited by Greg McLaughlin to work the AT&T National was a compliment for my coworkers and me. We were treated as equals, paid well and even given an occasional gift by him to show his appreciation.

Certain bosses will always be remembered in a positive way. Greg is one of them.

We should try to be the complete package, but to be honest, we all can have a bad day and fall short.

Saying "I'm sorry" might be hard for some and easier for others. Either way it can have a healing effect and increase staff harmony, goodwill and motivation.

Being afraid of or intimidated by a boss makes it harder for you to do your job and certainly unenjoyable.

In fairness, there are other bosses I can mention.

Tommy Horal made me feel special and important. Sam Ugolini stood up for what was right, which made my job easier. Walt Swiderek and Matt Morgan gave me numerous opportunities.

What type of boss would you like to be? **BR**