



STEVE WOOLLAND: INSPIRING A TEAM

Alastair Dunsmuir introduces Steve Woolland, a GCMA seminar guest speaker.

Secretary At Work: February 2013

The 14th National Conference of the Golf Club Managers' Association is at the Hinckley Island Hotel, Leicestershire from the 11th – 13th November 2013.

Team Matters

The theme of Team Matters was deliberately used at the GCMA seminar at BTME in Harrogate on Wednesday, 23rd January 2013. One of our guest speakers was Steve Woolland, a tennis coach and inspirational trainer working with various sports. He was particularly busy with British teams during the Olympics last year!

We are keen to give members the opportunity at the Conference to experience his interactive, absorbing approach to inspiring the whole team at the Golf Club – starting with the manager! As Mark Betteridge wrote last month in his introduction to this year's National Conference, inspiring the whole team starts with 'the right people in place but also depends on them being given the right direction, thus developing the right leadership skills to help ensure that others perform'.

Steve Woolland

In Harrogate Steve challenged delegates to examine our behaviour to improve our own performance and ultimately that of the team. Here is what Alistair Dunsmuir wrote after that session:

Steve Woolland explored how teamwork can bring the best out of your staff, and to prove the point all attendees were invited to work in teams to formulate answers to questions he posed.



His first topic for discussion followed a video of a group of several performers who were closely bunched together, and were all reliant on each other in order to entertain the audience by walking and running backwards and forwards – without bumping into each other. Golf club managers were invited to discuss how they had reached such a level, and some of the main answers, such as motivation and fear of failure, were explored in greater detail.

Many in the audience felt that at the heart of what makes a good team is a good leader. According to Steve, what is perhaps more important, is that what makes a bad team is often a bad leader.

As an example Steve looked at managers that encourage their employees, managers that criticise them, managers that do both and managers that do neither. Unsurprisingly, those that solely encourage had the most productive employees (slightly higher than those who do both), but what intrigued many attendees was that Steve revealed that employees who have a solely critical manager are significantly less productive even than those who have a manager who fails to encourage or criticise them, and perhaps have any meaningful dealings with them altogether.

Also of interest to the audience was that Steve looked at surveys that found that on a scale of employees who experience high conflict with each other through to zero conflict, both extremes led to poor productivity levels. That is, it is ideal for a team of employees to have some form of competition between them.

See the Advance Notice for more details of the Conference in the Events Section – www.gcma.org.uk

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