

NEGOTIATING FOR SUCCESS

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Everything is negotiable

- Or at least re-negotiable

Why do we negotiate?

Negotiating is getting someone to do something, even if they disagree with it, by giving them enough concessions to make it worth their while.

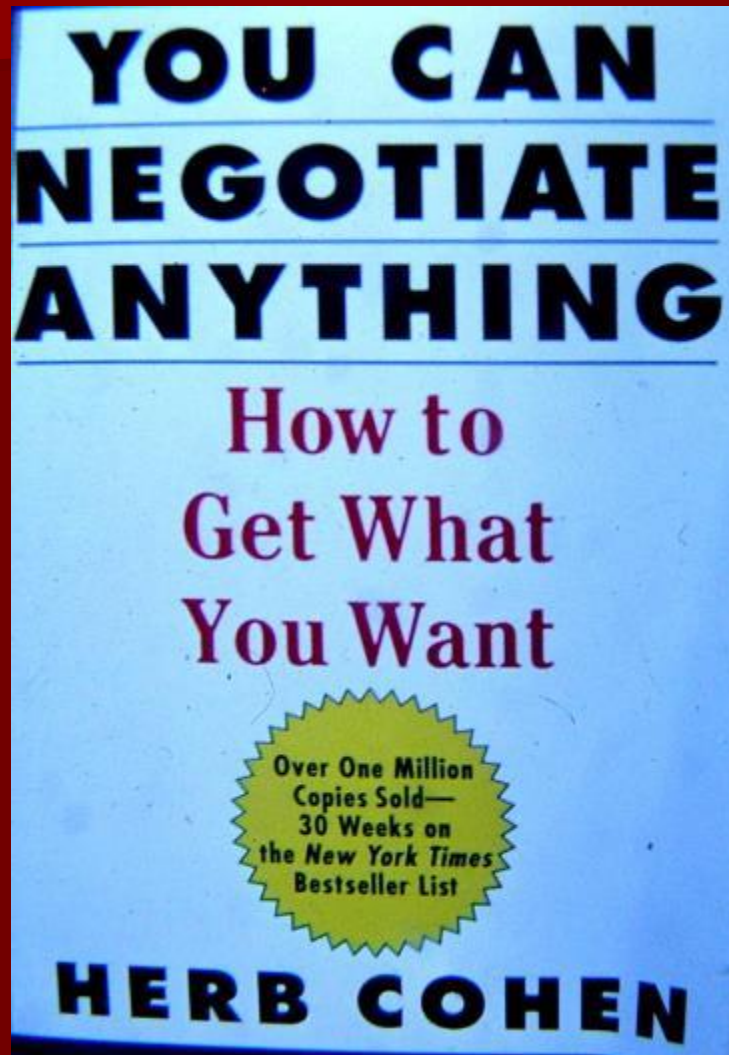
We negotiate everyday with our:

- Employers
- Wives
- Husbands
- Children
- Employees

**“In business, you don’t
get what you deserve,
you get what you negotiate.”**



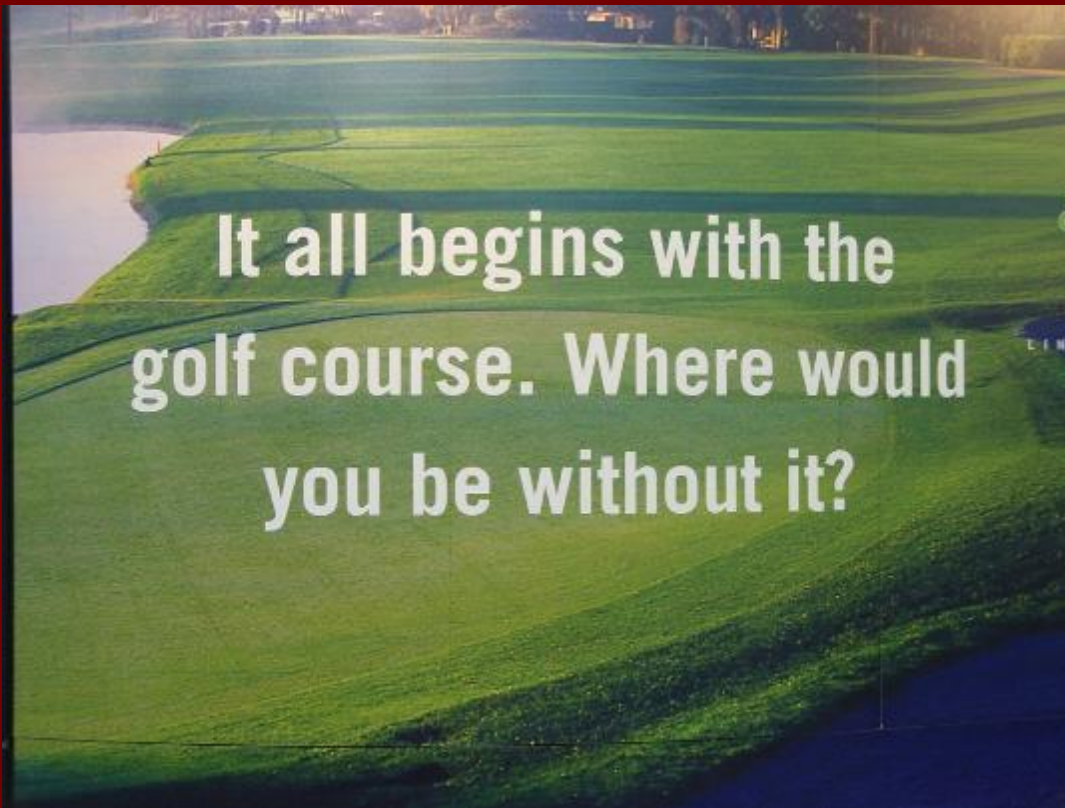
Have you ever taken a negotiating class?



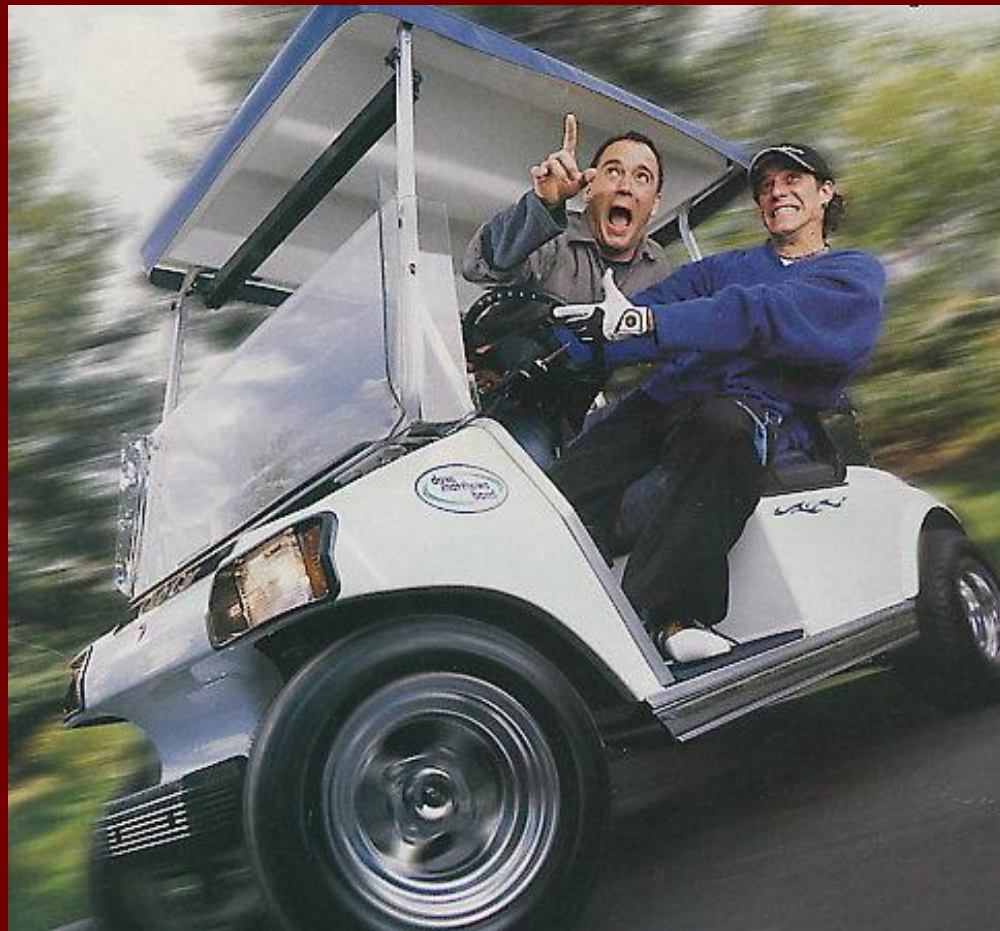
In most cases,
the golf course is the key asset.



You have more negotiating power than you realize. You just need to know how to utilize your value.



Today' golfers
Our employers
Controllers of our compensation



It is estimated by the GCSAA
Career Development
Department that as many as
60-75% of Superintendents
accept the first offer when
negotiating for a new position.

Who will we be negotiating with?
We work for a wide range of employers.



Who is your employer?

- General Manager
- Green Chairman
- City Manager
- Corporate Executive
- Golfers
- Director of Golf
- Regional Agronomist
- Owner

It is imperative that we research the person we will be negotiating with so we can be prepared.

The average tenure of a
Golf Course
Superintendent is 6.5
years at a given facility.

Facts say you will negotiate a
number of employment contracts
in your career.

Samples of GCS Negotiating

- Total compensation
- Salary
- Benefits
- Vacation
- Quality of life
- Education
- Staffing
- Use of club facilities
- Budget
- Programs
- Capital improvements
- Working environment
- Severance
- Vehicles
- Housing
- Insurance

Negotiations are about
more than money

What do you want from the negotiation?
What are your boundaries?



Superintendents will negotiate with:

- Equipment vendors
- Turfgrass product vendors
- Golf Course Architects
- Irrigation designers and installers
- Golf Course Contractors
- Employees
- Employers

Everyday Negotiations

Typical negotiations for golf course superintendents

- Jobs
- Salary and/or bonus
- Benefits
- Budget
- Staffing
- Purchases
- Projects

Budget

- Don't ask – Don't get
- Business Plan
- Program based budgeting

Staffing

- Calculating your needs
- Selling the need
- Negotiating the right number of people

Equipment

- Needs
- Inventory
- Current status
- Plan
- Options
- Long term solutions

Projects

- Examples

- Bunker renovation
- Master Plan
- New irrigation system
- New maintenance building

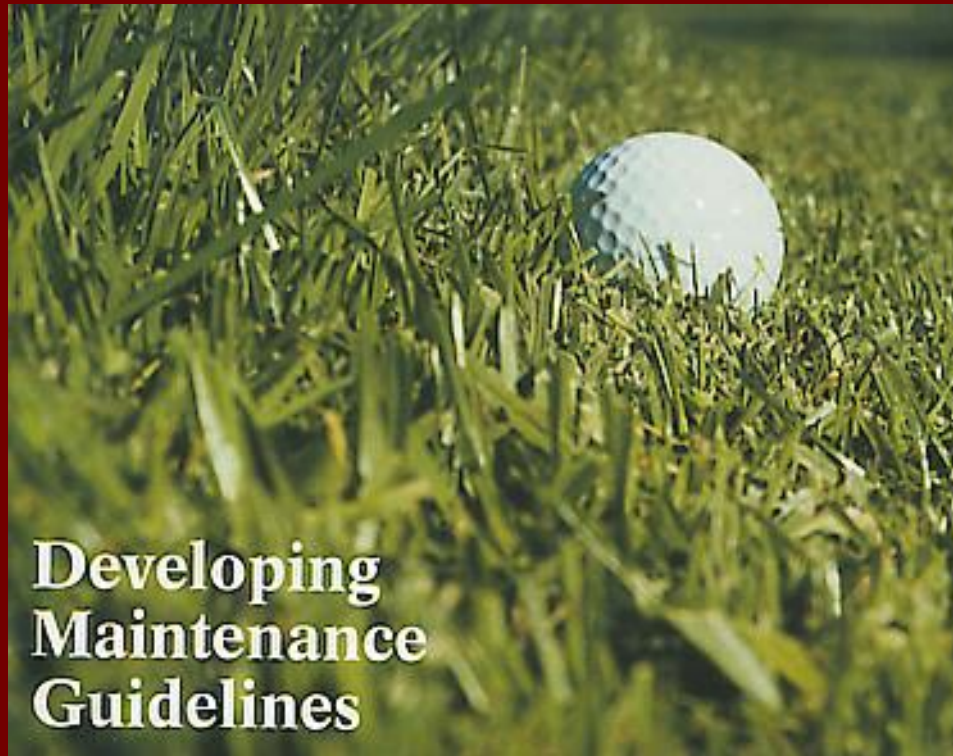
Purchases

- Cost savings
- Efficiency
- Options
 - Payment options
 - Delivery options
 - Financing

Superintendent purchases - Negotiate for:

- Extended warranties
- Locked in pricing
- Discounted shipping
- Discounts on parts
- Etc.

Are there defined golf course maintenance standards?



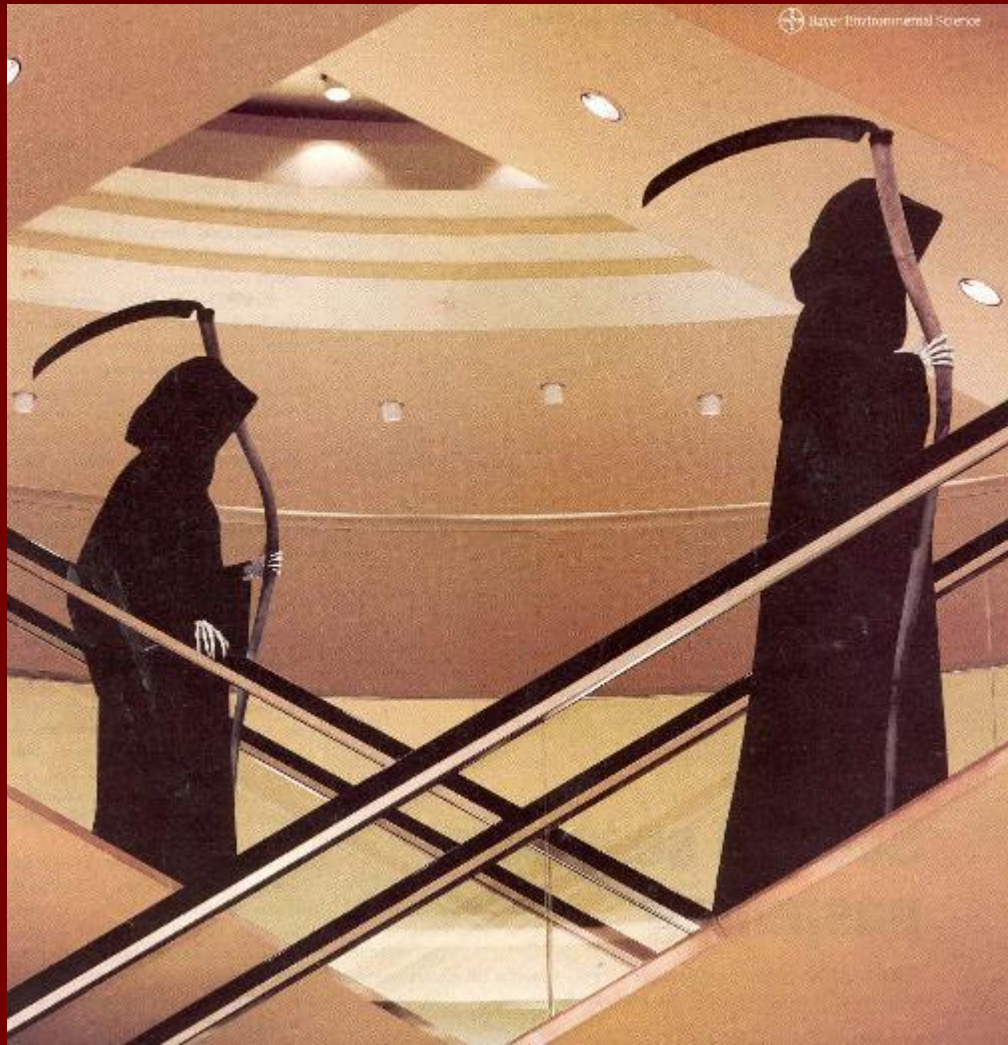
Photos do not lie.
You cannot debate a photo.



Photos can be a tremendous negotiating tool.



When these guys bring you the “pink slip” there is room for negotiation.



You have
no negotiating power
when you are out
of a job.

Win – Win Negotiating

- It is the right thing to do
- It is the only thing to do
- It is the only thing that works
- It prevents both parties from losing- face

Persuaders give reasons

**Negotiators give
concessions**

Summary

Remember

- Get negotiated outcomes in writing before acceptance
- Practice, practice, practice
- Have both parties happy about the outcome
- Play fair

He who does not ask
does not receive.

Good Luck and Gold Bless.

