



‘Seize Leadership Roles’

By: Spencer Robinson

The greatest golfer the world has ever seen has challenged Asian golf’s movers and shakers to assume leadership roles and take responsibility for growing the game in the region.

Addressing delegates at the 2009 Asia Pacific Golf Summit in Kuala Lumpur, Jack Nicklaus said: “All of you are here because of one reason and it’s the same reason I am here: We love the game of golf.

“Over the last few days, you have either shared your knowledge or

come here to gain knowledge. Either way, all of you here can be leaders within our industry, and I want to impress upon you the importance of seizing a leadership role in guiding our game into the next era.

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This may be the year that you experience something that you never dreamed possible...



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NEWSLETTER

Singapore Club Manager is the quarterly e-newsletter of the Club Managers Association of Singapore. Submissions are welcome and should be forwarded care of Jennifer at the CMAS Secretariat.

Cover Story:

'Seize Leadership Roles'



Photo courtesy of Tanah Merah Country Club

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"Leadership is about influencing others. Leadership is motivating others, not manipulating others. Simply put, a leader can be anyone who wants to and is willing to make a difference."

"Whether you are a course owner, a golf professional, a general manager, a course superintendent or a golf course designer, we all can be leaders by making a difference".

"Look at history and you'll find that the greatest leaders equip and empower those around them. So, if you can equip and empower people around you with knowledge, you will be a leader."

Nicklaus was among the heavy hitters who confirmed that Asia was the world's most buoyant region in terms of golf course development.

According to industry experts, while the number of new courses in the United States and large parts of Europe has virtually ground to a standstill, Asia can expect to see hundreds of new courses come on line

in the next decade.

Perhaps the hottest of the hotspots is the southern China island of Hainan. As of today, Hainan has some 25 courses in play with another 20 under construction. Dozens more are in the planning stages.

Vietnam is another country where the game is developing at a rapid rate, both in terms of new courses and the number of players.

That's good news for the golf club manufacturers who have been through some tough times. George Fellows, president and chief executive officer of Callaway Golf, echoed the sentiments of most within the industry when he said: "We are cautiously optimistic that the economy and the golf industry will begin to recover in 2010."

"While it will take more than 2010 for the golf industry to fully recover, we believe this year will be a good step toward that full recovery." ♦



Three of a Kind

By: Spencer Robinson



Thailand's standing as Asia's golfing hub will be enhanced this year with the Land of a Thousand Smiles playing host to three international golfing shows. Spencer Robinson reports.

Given the economic difficulties in the United States and Europe, the Asian region's importance to the world of golf is destined to become ever-more apparent.

Just look at the professional golfing scene, where the US PGA Tour and European Tour have both been forced to look for expansion in this part of the world.

Last year, the first World Golf Championships event in Asia was held in Shanghai with Phil Mickelson winning the HSBC Champions. Subsequently, the PGA Tour announced a US\$6 million limited field event with the Asian Tour to be held in Kuala Lumpur in late 2010.

Away from the professional game, too, Asia is increasingly seen as the place to be as foreign companies involved in the golfing industry queue up for a slice of the action.

Many of them are casting an eye towards Bangkok in 2010 as the capital city of Thailand prepares to play host to three of the most important golf business shows to hit the Asia Pacific.

In addition to the widely acclaimed Asia Pacific Golf Summit (APGS) in October, the Southeast Asia/India Golf Merchandise Exposition (SEAIGME) and the inaugural PGA Conference of Asia will make their debuts at the end of April.

All three events will be staged at Bangkok International Exhibition and Convention Centre located in the plush, five-star Centara Grand Central Hotel complex.

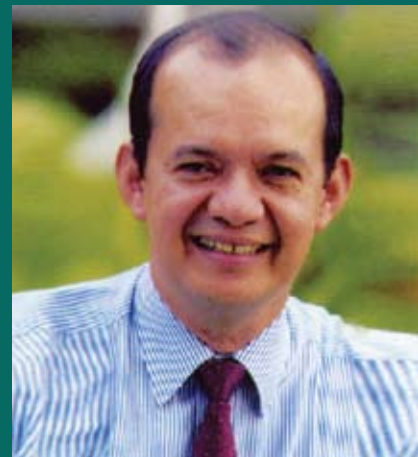
Mike Sebastian, managing director of Asia Pacific Golf Development Conferences (APGDC) Pte Ltd, the Singapore-based owner and producer of the events, said: "The staging of all three events is a milestone achievement for us, the organisers, and Thailand, the host nation."

Taking a lead in putting Asia on the global golfing map has been the APGS, the third edition of which attracted the likes of Jack Nicklaus, Gary Player, Peter Thomson and Robert Trent Jones II in 2009.

With such a power-packed line-up, the

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From the President



Roy Higgs
President

Here's wishing all CMAS members a prosperous and successful year of the Tiger.

I shall look forward to seeing all of you at this year's conference which promises to be a very Informative and professionally useful event. Ben and the CCOC team have done a wonderful job in gathering the speakers and as usual we will be host to many club managers from the region from Japan to India and further south from Australia.

I look forward to your support in encouraging as many of your colleagues to attend as well.

Cheers,
Roy

Three of a Kind

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Summit has quickly established itself as one of the best-attended industry forums.

The fourth staging of the APGS, from October 18-20, will feature Greg Norman and Annika Sorenstam as keynote speakers, maintaining the Summit's reputation for attracting the game's heavy hitters who are encouraged by the way their businesses are growing in Asia.

Georgina Wong, executive director of APGDC, said she was confident that attendance figures, which doubled to 550 last year in Kuala Lumpur, will continue to rise significantly. She said: "Based on our current projections, we expect to set a new attendance record for our Summit this year ... and hope to smash the 1,000 delegate barrier."

The theme for this year's Summit is tagged as The Great Asian Golf Debate. "We selected this general theme because we feel that it provides us with the scope to be able to create a forum to discuss the opportunities and challenges that all of us are going to be faced with in growing the game of golf in Asia going forward," explained Sebastian.

"We have reached a stage where we need to get down to brass tacks and focus our energies and resources in ensuring that, as stake-holders in golf, we set forth a highly effective and workable agenda for the development of golf in Asia on all fronts."

Michael Hurdzan, the famed golf course architect of Hurdzan, Fry and Partners, said: "I regard the Asia Pacific Golf Summit as one of the most important business events on the global golf calendar and I consider the address that I am scheduled to deliver at the Bangkok Summit as one of the most important that I have delivered in my career."

Meanwhile, organisers say SEAIGME fills the void for a much-needed golf equipment and merchandise show for the region and has the ability to become Asia's equivalent of the PGA of America's annual Golf Merchandise Show.

"We are counting down to the launch date, which is April 30," said Wong. "SEAIGME

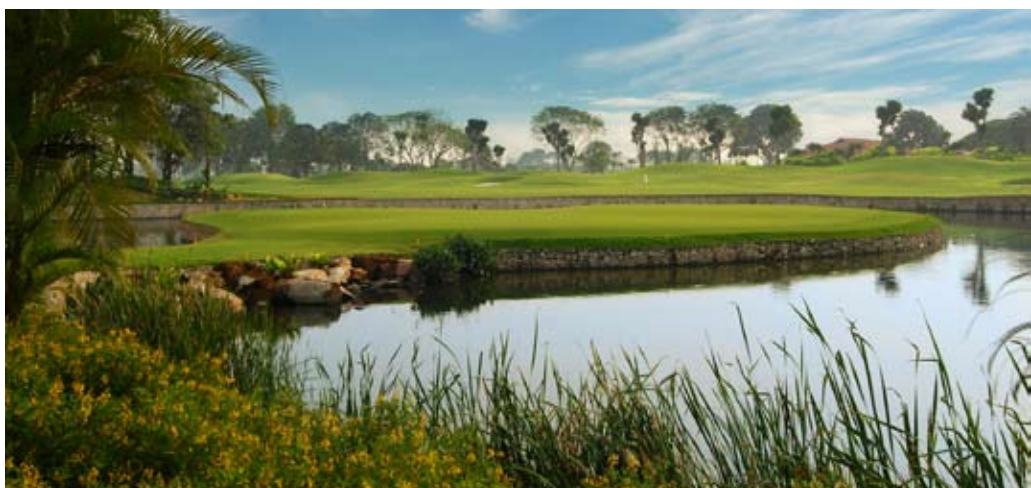


Photo courtesy of Tanah Merah Country Club

will be open to both the trade and the public and promises to be the most important golf exposition in the region. It is a huge market area with a golfing population in excess of four million.

"It is a key market that is vibrant and with an insatiable appetite for the latest and the best in golf equipment, apparel, accessories and game-improvement aids.

"Reaction from the golf industry has been very positive and we expect the event to be an impressive showcase of the latest and the best in terms of products and technology," said Wong, adding that the Expo was aggressively marketed at January's PGA Golf Merchandise Show in Orlando, Florida and February's Japan Golf Fair in Tokyo.

India-based Rishi Narain said excitement was building in the world's second most populous country. He said: "Indian golf fans are going to be delighted at the prospect of attending this event as it is a triple-barrelled attraction whereby they get to see and buy the latest golf equipment and accessories, play golf at some of the finest golf courses in the world and enjoy the charm and hospitality of Thailand."

The third event on the schedule is the inaugural PGA Conference of Asia which is being organised to address the needs of Asia's golf instructors and is slated to run in conjunction with the SEAIGME.

Sebastian said: "The golf coach is a very vital link in the whole process to try and grow and upgrade the standard of golf in Asia and we felt that the time was right to bring in some of the best brains in

the business to motivate and inspire our coaches over a two-day seminar."

Boonchu Ruangkit, president of the PGA of Thailand, which is playing host to the conference, said: "We are extremely proud that Bangkok has been selected to stage this very important event. We know that all golf coaches interested in improving their teaching standards will endeavour to attend this conference."

All three events are endorsed and supported by the Sports Authority of Thailand, Tourism Authority of Thailand, Thailand Convention and Exhibition Bureau, Thai Golf Course Association and the PGA of Thailand. ♦

-Spencer Robinson
Managing Editor, Asian Golf Monthly

Golf Industry Calendar

**Southeast Asia/India Golf Merchandise
Exposition, April 30-May 2.**

Website: www.asiagolfexpo.com

PGA Conference of Asia, April 30-May 1.

Website: www.pgaasiaconference.com

Asia Pacific Golf Summit, October 18-20.

Website: www.golfconference.org



ABC's of Governance

By: Terry Ruffell

This article includes governance tips that are applicable in association management and the private club industry. For the latter, just substitute "General Committee" for "Board" - The Editor

I recently read an article by U.S. author and speaker, Harvey Mackay, about the ABC's of selling. He starts with a story of one of his grandchildren learning his alphabet by associating words and letters with pictures. Mackay then went on to write about the ABC's of selling by associating letters of the alphabet with key concepts of sales. So can the same be applied to governance? Well here's my try at an A-Z on governance:

Attitude – a positive attitude- will determine as much as anything how well you and your ideas will be received. Take the approach that “the bottle is half full not half empty.”

Believe in your organization and the products and services offered. How can you ask others to contribute their time and money or join your organization if you don't believe?

Communications are vital throughout the organization. Start with listening to stakeholder's needs, develop plans around meeting those needs and clearly communicate Board plans and actions.

Directing, overseeing and guiding are what governance is about. Its not about micro-managing, operating or running! Evaluation by the Board also includes a Board self-evaluation. Is the Board focused on the future? Effectiveness of meetings? Board/staff communications thorough and timely? These and other questions should be part of an annual Board evaluation.

Focus on the future. The Board's job is to identify future issues, problems and needs. Examine the past but focus on the future.

Good Boards will identify major projects that fit the organization's mission but great Boards go one step further to reach mutual agreement with the CEO on priorities and pacing.

Hiring, supporting and evaluating the CEO are the Board's most important jobs.

In camera Board sessions are appropriate but limit their use to a mid-year and annual appraisal of the CEO, meeting with independent auditors or dealing with something of major consequence that deserves Board attention.

Job descriptions for the staff as well as the Chair, Directors, the Board and all committees are a must.

Knowledge should be the basis for guiding Board actions/policy making. Do we know what others do? What are stakeholder needs/priorities? What have we done in the past? Is there an existing policy covering this issue? Are there budget implications? Where does this fit into our planning? Answer these and other pertinent questions and then decide upon a course of action.

Linkage to stakeholders is one of the primary Board functions. Knowing stakeholder needs/priorities,



communicating Board decisions are key Board responsibilities. To be effective, Board members need to be connected or “linked”.

Mission statements define what outcomes will be accomplished over time. The outcomes or goals should be “out of reach but not out of sight.” The key to Mission Statements is that the Board and staff are crystal clear about what they intend to do, when and why.

Nudge your nose up to the organization but keep your fingers out. Management guru, Peter Drucker, said that a Board cannot do its job without meddling “so it better be organized to meddle constructively.”

Options are better than recommendations for a Board. Jim Brown's book, *The Imperfect Board Member*, says that recommendations are decisions in disguise so give the Board options and let the Board decide so it can fulfill its role as the governing body.

Partnerships are an effective way to learn, expand impact and share limited resources. Why not meet with a regional counterpart and learn what they do well and what are their challenges? How have they dealt with

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ABC's of Governance

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similar issues? You will find out that you are not alone in facing some challenges and you may find a solution or two.

Quality over quantity. Choose “quality” or big, meaningful goals that make a difference to your organization over quantity. Four to six goals that are accomplished are far better than fourteen to sixteen goals that never get done and the staff and Board get lost in the details.

Results-based Boards according to Mel Gill have “a clear vision and goals with objectives that are concrete and measurable ...” They are focused on performance of goals “that matter most to the organization’s overall success.”

Speak with one voice. Respect a diversity of opinion at Board meetings but after decisions are made then speak with one voice – a unified voice.

Train for Board success. That means reviewing Board policies and procedures. It also means a thoroughly reviewing the Strategic Plan, past minutes, operations, committees and their current mandates, as well as, staff introductions and reviewing current organization priorities.

Understand and continue to revisit the organization’s purpose. Governance guru, John Carver, constantly asks “What good shall be accomplished, for which people or need and at what cost?”

Values, like honesty, respect, trust, integrity, should guide everything that the organization does and the Board, staff and CEO should be measured against how well they reflect these values.

Written job descriptions for Directors, the Board, the Chair and organization committees, as well as Board approved policy, organization chart and values. These and more must be written and kept current.



Xamining or monitoring the organization is an important Board responsibility. That can mean everything or try these:

- Monitor operating results and capital expenditures against approved budgets
- Measure the results/usage of programs and services e.g. web usage, stakeholder participation in events, benefit programs
- Monitor/evaluate CEO performance against agreed goals
- Monitor key stakeholders’ e.g. members’ lapses
- Evaluate compliance with Board policies e.g. Carver’s Executive Limitations and government regulations/compliance
- Monitor human resources e.g. staff numbers, staff turnover, staff development plans
- Assess the impact of information/trends from employees, volunteers, stakeholder surveys and industry sector e.g. compensation surveys
- Evaluate the Board’s performance

You can make a difference, an impact if you:

- Attend meetings
- Contribute to the discussions
- Are a team player so that when decisions are made the Board speaks with one voice
- Are connected to the organization’s key stakeholders and listen, listen, listen
- Support and respect the CEO’s position

- Stop looking over shoulders and start looking forward to where the organization is going

Zees means that you’ll sleep at night knowing that that your organization has an effective governance process with a clear mandate, job descriptions, long and short term goals, focus on the future and is driven by results.

So is Board governance as easy as learning your ABC’s? There is a lot to excellent governance and achieving that level isn’t easy. You’ve got to work at it and commit to continuous improvement. Someone once told me that the only place where success comes before work is in the dictionary. So work at your governance to become a more effective, successful organization. ♦

Terry Ruffell specialised in association management and enjoyed a long and successful term as President of the Canadian Professional Sales Association. He also served as President of St. George’s Golf and Country Club in Islington, Ontario, where he worked with David Brightling on improving club governance.

Purpose, Values, Behaviour

By: Roma Gaster

THE VALUE OF ORGANISATIONAL VALUES

Across the world, most organisations have a set of guiding principles which employees are expected to uphold. However, frequently the link between WHAT is done and HOW it gets done is missing.

The organisational strategy represents the WHAT we want to achieve, WHAT work needs to be done in order to achieve desired results and WHAT value we add along the way). However the link to HOW we go about achieving those results often tends to be less clear.

WHAT ARE ORGANISATIONAL VALUES?

Values are the core principles that define our lifestyle, our work style, the way we interact with others and how we make decisions. Behaviours are the most obvious reflection of our individual and organisational values. In any organisation the sum total of collective behaviours helps to define the culture. Importantly, having a consciously defined and agreed code of conduct (Values and Behaviour Matrix) creates a powerful guide for decision making, problem solving, recruiting, induction, conflict management, performance management, career management, recognition etc.

A TRULY VALUES-LED ORGANISATION BRINGS THEIR VALUES TO LIFE

In determining an organisation's Values and Behaviour Matrix, people are encouraged to dialogue the meaning of their organisation's values, translating them into day to day behaviours. In other words, they are given the opportunity to openly discuss and agree on "How will we in our team live this value?" "How will we demonstrate to each other that we are serious about behaviours that define how our effort makes a tangible difference?"



COMMON MISTAKES INCLUDE:

- CEO and/or Senior Executive Team create and impose the values
- The values, along with the vision &/or mission become a plaque on the wall
- No dialogue is entered into between those that create the values and employees who are expected to uphold the core principles
- Values are rarely defined in terms on day-to-day behavioural examples. People make up their own interpretation of what each value means (their interpretation may be different from that of others, which can lead to conflict and poor decision making etc.)
- The positive intent of the values are not demonstrated behaviourally by the Board and/or Senior Managers (leaving the door wide open for other to also not live and work by the values).

THE VALUES AND BEHAVIOUR MATRIX

The intent of the Matrix is to represent what is important to everyone working in either the organisation (if it is small), the business unit and/or the team.

Each of the values is defined in day to day behavioural examples to reflect:

- "Above and Beyond" i.e. exceptional behaviours
- "Above The Line" i.e. expected behaviours
- "Below The Line" i.e. unacceptable behaviours

The end result is a one page "Values and Behaviour Matrix" – ideally including the Purpose and Aspiration of the organisation, business unit or team – which becomes the guiding post to inform all decision making and the way we work together.

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Purpose, Values, Behaviour

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The Club Managers Association of Australia has summarised its core beliefs on an interesting table applicable everywhere...

Our Purpose: "To Grow the People that Grow Your Business"

We Value: Human Dignity, Insight, Belonging/Fraternity, Accountability and Ethics, Innovation and Self Actualisation.

Our Behaviour: Reflects the shared belief that "the CMAA is a place for guidance and advice and providing people with the opportunity to grow"



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	HUMAN DIGNITY	INSIGHT	BELONGING/FRATERNITY	ACCOUNTABILITY AND ETHICS	INNOVATION	SELF ACTUALISATION
ABOVE THE LINE EXCEPTED	<p>I am known for:</p> <ul style="list-style-type: none"> Encouraging others to encourage others Leading by example Always being fair My reputation and admired by others for treating others with dignity and respect. 	<p>I am known for:</p> <ul style="list-style-type: none"> Being sought out as a mentor My opinion which is valued Acknowledge wisdom in others Leading others to learn, grow, develop and succeed beyond previous experiences Encouraging others to challenge me in the search of wisdom 	<p>I am known for:</p> <ul style="list-style-type: none"> Promoting others over self Mentoring others enthusiastically Celebrating Success of others and self Benefitting others through my knowledge and success Challenging myself and others to think beyond the present 	<p>I am known for:</p> <ul style="list-style-type: none"> My reputation which is admired for my being accountable and ethical Always taking personal responsibility for my decisions, actions, mistakes and behaviour Always giving credit where it is due Encouraging others to do what is correct and appropriate (i.e. living the values) 	<p>I am known for:</p> <ul style="list-style-type: none"> Using various methods of communication to maximise results Challenging myself and others to think beyond the known Being a role model for working through the consequences of change Experimenting and testing new principles Taking the extra step to think outside the square 	<p>I am known for:</p> <ul style="list-style-type: none"> Bringing out the best in others Celebrating achievements of self and others Always taking the extra step to be a positive role model Being optimistic and calm in a conflict or crisis
ABOVE THE LINE EXCEPTED	<ul style="list-style-type: none"> I/We respect others i.e. ideas, beliefs, opinions and individuality I/We nurture positive relationships I/We listen generously I/We demonstrate fairness I/We support people 	<ul style="list-style-type: none"> I/We search for knowledge and information I/We apply what I/we have learned for the benefit of all I/We openly willingly share I/We support others in their search for meaning and relevance I/We own mistakes and share the lessons I/We focus on "how to" not "can't do" 	<ul style="list-style-type: none"> I/We lead by example I/We contribute to the team's success I/We are always willing to help members I/We support and promote peers I/We proudly talk about and support the benefits of CMAA I/We are proud about achievements of CMAA and others 	<ul style="list-style-type: none"> I do what I say I will do / We do what we say we will do I/We are honest to ourselves and colleagues I/We accept responsibility for delivering on commitments I/we take ownership for what I/we say and do I/We tell the truth with compassion I/We openly and willingly share 	<ul style="list-style-type: none"> I/We are open to change I/We explore new ideas I/We encourage others to explore new ways I/We encourage working together to work things out I/We move outside the comfort zone 	<ul style="list-style-type: none"> I/We set realistic goals in order to grow and develop I/We accept responsibility for what I/we say and do I/We deliver on commitments and actions I/We acknowledge and accept my/our current abilities and limitations
BELOW THE LINE	<ul style="list-style-type: none"> I/We do not show respect for others I/We criticise and ridicule others I/We are negatively sexist I/We belittle others 	<ul style="list-style-type: none"> I/We do not show respect for others I/We criticise and ridicule others I/We are negatively sexist I/We belittle others 	<ul style="list-style-type: none"> I/We are self-centered I/We criticise and undermine My/Our behaviour has a negative impact on membership I/We do not encourage other's involvement I/We alienate and outrage others I/We misuse the Association for personal benefit 	<ul style="list-style-type: none"> I/We take no ownership or responsibility for my/our actions My/our actions contract my/our word I/we do not care as "it's just a job" 	<ul style="list-style-type: none"> I/We do not want to change I/We do not accept change I/We espouse "my way or the highway" I/We accept that "near enough is good enough" I/We blame others for our mistakes I/We oppose new ideas/any ideas 	<ul style="list-style-type: none"> I/We resist opportunities for growth I/We believe I am / we are so unlucky I/We say "I can it's too hard" I/We say "Why me?" I/We say "It wasn't my fault" I/We are afraid I/We avoid responsibility I/We say "its not my job"

Establishing a Strategic Investment Reserve for Your Club: An Idea Who's Time Has Finally Come

by Thomas Laux & Bill McMahon, Sr.



A common financial mainstay of well-managed non-profit organizations – colleges and universities, hospitals, churches, cultural institutions, charities – is a long-term endowment fund.

Such funds, built up over the years through annual giving, targeted capital campaigns, donor bequests and investment gains, range from a few hundred thousand dollars for smaller organizations to multiple billions for large universities.

Non-profits use endowment funds to supplement traditional revenue sources for core activities, as a source of funding for major capital improvements, and as a contingency reserve for unforeseen setbacks or catastrophes. To our knowledge, very few, if any, private clubs in America have established endowment funds or similar long-term reserves. Why not? Private clubs have many of the same financial needs and vulnerabilities as other non-profits. Too many clubs operate on a hand-to-mouth basis with minimal financial reserves.

One reason clubs have not established endowment funds may be that, unlike most other non-profits, donations to private clubs are generally not tax deductible and investment income and gains are not tax exempt. But a long-term investment

fund can still make economic sense for a private club, especially as a reserve for major capital improvements and unforeseen contingencies.

Most clubs fund major capital expansion and renovation projects, which seem to recur about every ten years, from some combination of lump-sum assessments (which members generally hate), bank financing that is serviced by monthly capital charges, and, for a fortunate few clubs, excess (beyond routine capital needs) new member entrance fees; very few clubs can draw on significant accumulated reserves. A strategic investment fund could supplement these traditional funding sources.

HOW TO START A RESERVE FUND

There are many ways to do this. Seed money could come from a portion of existing cash reserves, which are probably earning next to nothing in this low interest rate environment. If there is not already a monthly capital charge, one could be established at, say, 5% of regular monthly dues, increasing annually thereafter.

This offers the additional advantage of dollar averaging into the fund's

investments. And long-time members, many of whom have a strong emotional attachment to their club, could be encouraged to remember the club in their lifetime gifting and estate planning, despite the absence of tax advantages. To guard against excessive "tinkering" by future boards, investment policies and practices should be institutionalized through adoption of a formal Investment Policy Statement that prescribes such things as long-term investment goals, permissible investments, target asset allocations, distribution percentages, and performance monitoring and reporting.

A standing Investment Committee of knowledgeable members should be established to manage and administer the fund – perhaps the club president and treasurer and three longer-serving members-at-large (for continuity, not entrenchment) and, as ex-officio members, the club general manager and chief financial officer.

CONCLUSION – THE TIME HAS COME

It is time for private clubs to begin operating in a more businesslike manner if they are to survive and thrive. Establishment of a strategic investment reserve, akin to a non-profit endowment fund, is a proven strategy for financial security and flexibility. It is up to club presidents, treasurers and general managers to begin protecting their club's future by adopting and promoting strategic investment reserves. ♦

Thomas Laux is a CPA who worked for Deloitte & Touche in Chicago for 34 years. He retired in 1999 and moved to Charlottesville, Virginia and became active with Farmington Country Club. He is currently on the Board and serves as the Treasurer.

From
McMahon Group, Incorporated

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The Power of the Word

• by Shelley MacDougall & Kevin MacDonald

This may be the most successful year of your career.

This may be the year that you experience something that you never dreamed possible.

This may be the year when you have a new awareness about your health that turns the clock back and sees you in the best shape you have been in since college.

This may be the year when you realize your dream of having no worries about money.

This may be the year where you experience more happiness than ever before.

This may be the year.

Why would this year be different? It may be about a decision. It might be that you feel an energy that is different than ever before. It may be that you definitely feel an energy that is different than what you felt last year at this time. It may be because what you see as important has changed. There has been a change of course on this journey you are taking. Maybe it is a change of thinking. Maybe it started with a change of words. This article is about the power of words.

We listen to words, we read words, we write words and we speak words. If we wanted to lose weight we might consider the food we consume. It is obvious that there is a direct correlation between the food we use and the health results we get but eating the way we eat is a habit, so we continue to eat that way.

I am asking you to consider the words you consume and deliver. Do you think it is possible that there is a direct correlation between the success of a career, a relationship, your health, your experiences, your finances, your happiness and the words you take in and give out? Is it possible that you are in the habit of consuming and using words that are not helping you get to where you want to go?

Think about the kinds of words you were



listening to this time last year. They were probably words like economic downturn, layoffs, cutbacks, cancellations, reductions, unemployment, closures, budget cuts ... you get the idea.

Those words often result in people using words like stressed, tired, frustrated, reluctant, down, hesitant or hopeless.

I don't know about you but just typing all of these words on my keyboard has made a difference in my energy. It is not that they are bad words. They are just words that are associated with moving away from our goals. I don't think we wake up in the morning thinking let's get smaller, let's be less successful or let's give up on the dreams that we have, but words begin to make us think and behave differently. It may be gradual but soon you, your people and communities of people all start to think and play smaller.

If you would like to have your best year ever in one or all of the areas of your life, consider this experiment. Make a conscious

effort to change the words that you hear and speak.

Think about your diet of words. Think about where you get them. The experiment begins with awareness. You may not be aware of all of the words you take in that are working against you. You may not be aware that you have a choice in hearing them or not. You may not be aware of the motives of the people who are saying them to you. You may not think twice about the words you say that diminish or demotivate. You may not be aware that the person you are hurting the most with the words you choose is you.

If you knew how powerful they are, you would choose your words wisely. That is exactly what I am asking you to do. First off, pay attention to the sources that you are listening to. Many people tell me that they have to watch the news and read newspapers. There is nothing wrong with that if they have decided they need to. The problem is that often it is an old habit

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The Power of the Word



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that was decided when news was news and not just designed to support an agenda or make you afraid of something. Choosing newspapers or television news programs are examples of the sources of the words you can be listening to. If your sources of words are sad or angry people, there is a good chance that those words will affect you consciously or subconsciously. The same is true if your source of words is happy, positive people. In many circumstances you have a choice in who you listen to and in some circumstances you don't, but you always have a choice of what meaning you give the words you hear from them.

Whatever the words are that you are hearing, consider if they are supporting you or working against you.

More importantly pay attention to the words you are using. If you are a leader of people, the words you use can inspire or deflate. They can build up or knock down, energize or immobilize. Look at your goals and notice the energy you and your people have to achieve them.

Now it is time to have a little talk with yourself. Think of an area of your life where you would like to have a completely different outcome this year. Consider how using different words could make this happen. If you don't believe they can, you might be reluctant to try, but what do you have to lose? Why not call your coach and have a conversation about this to discover

the words that you don't need anymore and the ones that can move you toward your goals and dreams.

Shelley MacDougall and I observe that when people are talking about themselves they believe they are reporting history and are not aware that they are also creating the future.

The words we use can shape our lives. They can shape the lives of our children and the people we are privileged to share our lives with, at home, work and in the other parts of our lives. The question is, how often do we stop to consider how the words we have chosen are actually working.

I wish you the best year you have ever had. ♦

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For more information about The Power of the Word, visit us at www.thecoachingdept.com.
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DIARY

Forthcoming events from around the world for club management professionals.

5-18 April

Boat Asia, Marina at Keppel Bay, Singapore

18-20 April

Asia Club Managers' Conference, Raffles Town Club, Singapore

20-23 April

Food & Hotel Asia, Singapore Expo, Singapore

25-29 April

BMI IV - Strategic Leadership, Club Managers Association of America, UNLV, Las Vegas, Nevada

30 April - 1 May

PGA Conference of Asia, Bangkok International Exhibition and Convention Centre, Thailand

22-25 May

National Restaurant Show, Chicago, Illinois

Final Thoughts

"War is God's way of teaching Americans geography."

"Anyone who lives within their means suffers from a lack of imagination."

Oscar Wilde

"The opposite of luxury isn't poverty, it is vulgarity."

Coco Chanel

"We are what we pretend to be"

Kurt Vonnegut