

# Applying Business Lessons to your Sports Turf Operations

Presented By:  
 Boyd Montgomery, CSFM Regional Business Manager N.A. Sports Fields & Grounds  
 Matt Anderson, CSFM District Sales Manager Sports Fields & Grounds

1

## Applying Business Lessons to your Sports Turf Operations

### Topics for the discussion

- Communication
- Teamwork
- Data
- Managing the P&L
- Sales & Presentation
- Self Confidence
- Personal Brand

2

## Communication

### Truths


- You can be the best Sportsturf manager in the world, but you will struggle if you are unable to communicate!
- The greatest problem with communication is the illusion that is has been accomplished – George Bernard Shaw

3

## Communication Foundation

### Types of Communication Channels

- Verbal
  - Acronym – T.A.L.K.I.N.G
    - » Think before you speak
    - » Analyze what is said before you respond
    - » Listen to all aspects of the conversations
    - » Kind words
    - » Insults/Negativity carry a price
    - » Never seem distracted when somebody is talking
    - » Give as much attention to the conversation as possible
- Non-Verbal



4

## Communication Foundation

### Types of Communication

- Types
  - Formal
    - Based on formal relationships
    - Status or position of parties is very important
    - Has a path
  - Informal
    - Based on interpersonal relationships
    - Work related or social matters
    - Chances of distortion is high
- Listening
  - "When people talk, listen completely. Most people never listen." – Ernest Hemingway

5

## Communication Foundation

### Types of Communication

- Active listening
  - Sensing
    - Postpone evaluation
    - Avoid Interruptions
    - Maintain Interest
  - Evaluating
    - Empathize
    - Organize information
  - Responding



6

### Communication Foundation

**Types of Communication Barriers**

- Perceptions
- Filtering
- Language Barriers
- Information Overload
- Different Culture
- Dealing with Change
- Physical

7

### Examples!

8

### Filters / Lenses

- What do you see?

Photo credit: Steven Covey - 7 habits of highly effective People

9

- Answers?

10

### Filters / Lenses


- Old or Young?

11

### Filters / Lenses

- What do you see?


12



- Answers?


13

### Filters / Lenses



- What do you see?

14

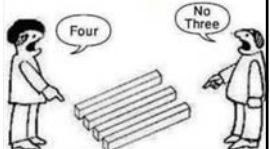


- Answers?

15


### Communication

- Why does it matter? All I do is mow/grow grass!
  - Impacts your success
    - Team members, superiors, BOD, user groups, etc
  - Every aspect professional or personal is touched
  - Accomplishing what was desired the first time - Productivity
  - Strong relationships
  - Lasting impressions – positive
  - Improve credibility
  - Buy in and support



16

## Teamwork



17

### Teamwork Foundations

- Need a Culture of Collaboration
- Common Goal or Task
- Hold Members Accountable
- Build Team Cohesion
- Three Critical Questions**
  - Can I Trust You?
  - Are You Committed to Excellence?
  - Do You Care About Me?

18

### Teamwork

Business World Challenges

- Working with diverse group potential across the globe
- External and internal tug of war
- Have to have alignment to the overall company goals
- Fast paced
- Projects generally following many standard business processes
- Company culture needs to be collaborative not individualistic

19

### Teamwork

Turfgrass Industry Challenges

- Working with diverse group
- Have many external forces to deal with
- Long hours
- Lower wages
- Repetitive work
- Answering to many stakeholders

How do you develop a Teamwork Culture?


20

### Teamwork

Examples

21

### Data



22

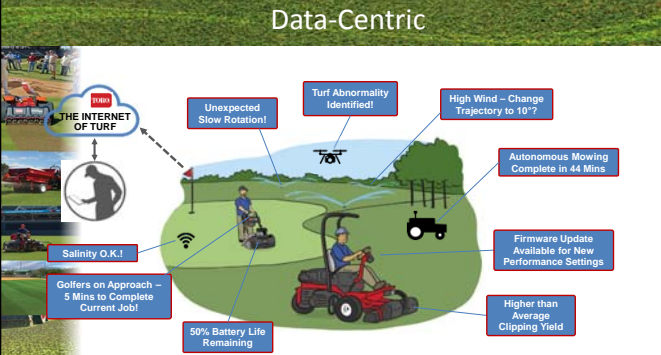
### Data

I grow grass, why would I use Data?

- Reasons why Data is Important
  - Helps you make better informed decisions
  - Establishes a baseline
  - Benchmark progress/changes year or year
  - Allows you to set better goals for your program
  - Helps you identify problems quicker
  - It will help you back up your arguments/theories
  - Helps you justify the funding

23

### Data-Centric



24


## P&L Management



25

## P&L

My finance person worries about the money, I just focus on spending my budget?



To truly understand why and how decisions are being made you must understand the revenue and expense!

- Reasons why understanding the P&L is important
  - How healthy is your operations
  - Provides details of your revenues & expenses
  - Utilized for creating budgets
  - Better understanding of how external/internal forces could impact Operation
  - Also known as an income statement

26

## Sales & Presentations




27

## Sales & Presentations

I went to school to manage turfgrass, why do I need to know anything about sales & presenting?

The better you are at understanding some key sales principals and presenting practices, the more successful you be!



28

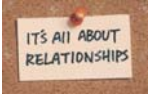
## Sales Principals

- Relating
- Trust = Empathy + Credibility
- Advocating
- Purpose / Process / Payoff
- Communication

29

## Sales Principals

- Relating Examples
  - Business side
    - People buy from they have relationships with for both practical and psychological reasons
  - Turfgrass Side
    - B.O.D. or Senior Management approve/support requests based on the relationships they have with the requestor



30

### Sales Principals


- **Trust = Empathy + Credibility Examples**
  - Business side – Understanding what a customer is experience from their point of view and offering a solution based on your products
  - Turfgrass Side – Relating to an end user desire to utilize your fields and offering a solution that satisfies their needs

Trust is the glue of life. It's the most essential ingredient in effective communication. It's the foundational principle that holds all relationships.

31

### Sales Principals


- **Advocating**
  - Business side – Listening to the market through Voice of Customer the product marketing manager will advocate to introduce a new project development plan
  - Turfgrass Side – Working with your B.O.D, management, end users to advocate for a new field(s)/facilities, etc.



32

### Sales Principals

- **Purpose / Process / Payoff**
  - Business side
    - Used in many processes
    - Builds the case / Defines the proposed process / the benefit
  - Turfgrass Side
    - When you are considering advocating for things like:
      - New budget dollars for equipment, operational needs, etc
      - Working with external/internal user groups to detail changes



33



### Presenting

- **Presentations**
  - Understand your audience
  - Practice, Practice, Practice
  - Frame your story
  - Style of delivery
  - Have a stage presence
  - It's ok to have a nervous feeling – transform it into energy!
  - Adjust/Pivot to your surroundings
  - Don't cover too much material
  - Engage your audience




34

### Self Confidence & Personal Brand

35

### Self Confidence & Personal Brand

Do you truly understand who you are?

- What are your strengths? "The more you acknowledge your past successes, the more confident you become in taking on and successfully accomplishing new ones" – Jack Canfield.
- The confidence-competence loop
- What's the worst that can happen?
- Be prepared
- When complimented or recognized – Say THANK YOU

**If you aren't fired with enthusiasm, you will be fired with enthusiasm.**

Vince Lombardi

36

## Self Confidence & Personal Brand



**What is your Brand?**


**DO's**

- Have focus
- Be genuine
- Tell a story
- Be consistent
- Have a positive impact
- Leave a legacy

**Don'ts**

- Don't underestimate the power of a bad move on the social media
- Don't fight on-line
- Don't overshare
- Don't try too hard
- Don't be pushy

37



## Questions?

Thank You!

38