One of the most difficult things to do in any sport, at any level of competition, is for a defending champion to successfully retain the title. The Florida GCSA golf team did just that as they again won the GCSAA national team championship. Since the two day event was held at Disney World, Orlando, we were also the tournament host.

It was the third straight tournament in which a team from Florida came away with top honors. The 1980 champs were the Florida West Coast chapter. This year's foursome won their place on the team in three regional qualifying tournaments, and their names will be engraved on an antique silver trophy donated by the Scottish Golf Greenskeepers Association in 1972. The chapter championship, in which teams combine their three best scores, have been a GCSAA tradition since 1946. The winning team consisted of Bill Whitaker, CGCS, Palm Beach chapter; Ron Hill, CGCS, North Florida chapter; Fred Klauk, Palm Beach chapter; and Dan Meyers, CGCS, West Coast chapter.

Bill Whitaker was the first day tournament leader as his 71 paced the team to a six-stroke lead. The second day scores of Ron Hill and Fred Klauk with 74's and Dan Meyers 76 enabled the team to win by eight strokes over runnerup Carolina GCSA. The third place honors went to the local Central Florida chapter. Their team consisted of Joe Ondo, Dennis Parker, and Jim Ellison who fired a 71 on the closing day.

In the net handicap division Palm Beach chapter placed second. They lost to the New Jersey GCSA because the Palm Beachers had to give away 52 strokes per day! The Palm Beach team consisted of Kevin Downing, Jack Cunningham, Mark Henderson, and Jim Watson.

Individual honors were won by Mike Apodaca, Horizon Country Club, Belen, New Mexico. His great second round of 69 left the runnerup six strokes back, and our own Ron Hill seven off the pace. Apodaca, who had been among the top finishers in the past four GCSAA tournaments, finally claimed the top prize, a silver replica of the U.S. Open Championship Cup donated in 1954 by the USGA.

Next year the tournament will be held in North Carolina during February. We will be back to defend our two consecutive titles. But if the 14th club in the bag needs to be a snow shovel we may not be the pretournament favorite.

(Continued on Page 58)
Individual tourney winner Mike Apodaca coasted to victory with final round 69.

Ron Hill drew the attention of GCSAA headquarter staffers Diana Green and Larry Goldsmith.

Jim Ellison had the hottest putter on the final day. His 71 paced the Central Florida chapter to third place.

Fred Klauk used high finish and so did the team!

Training Assistants Demands Skill

Developing an assistant is one of the challenging jobs an administrator can have. When the trainee takes over a top-level position he probably will adhere to the good business practices learned on the job.

Developing an assistant is hard work, requiring careful attention to details and explanations while yielding an enormous amount of confidence in and responsibility to the trainee. Here are a few items that may help in attempting to develop an assistant:

**GIVE HIM THE FACTS:** Only by being informed about his responsibilities and authorities can an assistant get a clear picture of what he is to do and how he should do it. A job description should be developed to give a trainee some guidelines. Personally introduce the assistant to those with whom he will be working.

**SMOOTH HIS PATH:** Request employees who work with your assistant to cooperate with him. Inform everyone of the duties he will be performing — then impress upon him the importance of earning the respect and confidence of these employees.

**SHARE KNOWLEDGE:** You must keep the assistant informed of your plans, your progress and your reasons for making each move. If you expect him to do a good job, you must share your knowledge with your assistant. Warm him of problem areas and see that he learns the ins and outs of working for you. Neglecting to provide background information keeps the assistant in the dark and prevents him from performing to the best of his ability as well as makes him look bad in the eyes of those with whom he must work.

**ADD RESPONSIBILITY GRADUALLY:** Let the assistant get a feel for his job. Then gradually give him additional small doses of responsibility. By working in this fashion he will gradually absorb additional knowledge and pick up those qualities that make a manager competent.

**HOLD A LOOSE REIN:** An assistant who is constantly being checked on gets the feeling he is not trusted and this retards his growth as a manager. Let loose and give your assistant a free rein — let him make decisions and learn by his mistakes. You don't want a trainee to lose his initiative; but keeping him under your finger can snuff out any spark or flame of initiative.

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