"Give Due Credit," Greensman Counsels G. M. Aspirants

FROM AL SCHRADT, grounds superintendent at Wanakah C. C. (Lake View, N. Y.) comes a statement that deserves thought when general management policies are under consideration. Schardt warns against the danger of a general supervising executive hogging the glory for the course superintendent’s achievement. It’s been GOLFDOM’s observation that there is just enough of this evil to seriously interfere with a fair judgment of the general management idea. However, we’re glad to say that in every successful case of general management that we have seen close-up, the operation is successful because the responsibilities and rewards—in comment and cash—are fairly distributed.

When the “general manager” notion flops, most of the times it is because harmony is absent following just such selfishness as Schardt mentions when he writes:

“A recent article in GOLFDOM says that the greenkeeper has nothing to lose and everything to gain when real business management is applied to golf clubs, and that there should be no qualms about their chief being a man who does know and appreciate their work.

“Now where, may I ask, do the so-called chiefs or managers get their information about greenkeeping? Certainly not sitting in the office going over a lot of bills for material and equipment that has been purchased for grounds maintenance, or playing a round of golf or listening to a lot of mediocre golfers discussing their game in
the locker room. No, my dear Major, to
to know the work of the greenkeeper gen-
terally takes more time and real practical
experience than can be obtained by the
average bookkeeper or cook who finally
works up to the position as club manager.

"Isn't it enough worry for the green-
keeper to have to explain each year to
newly elected officials all the fundamen-
tals of the job without having to be ac-
countable to a manager who doesn't know
the first thing about course maintenance;
and is not the greenkeeper somewhat of a
diplomatic manager himself if he can sat-
sify 300 to 500 members, keep the ma-
cinery going and his men satisfied on a
job where they are only employed seven
to nine months of the year?

"I don't think the average greenkeeper
who knows his business, objects to work-
ing under a manager, providing the man-
ger is a man with a high enough rating
so that he doesn't have to go around
among the members soliciting comments
on the fine condition in which he is keep-
ing the course. Greenkeepers are very
modest and don't expect a lot of glory for
what they do. All they want is a fair sal-
ary and a reasonable budget, and they will
do their best, but they do object—and with
every right—to having a manager who
never saw a golf course and who has 100%
contact with the membership, step in and
take the credit for the wonderful condition
the course is in.

"There are a lot of good club managers
and a lot of good greenkeepers, but there
are also a lot of good bookkeepers who
think they are managers as well as a lot
of good tractor and mower men who think
they are greenkeepers. A good green-
keeper doesn't need a manager,"

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