

Training assistant is task of club management

Developing an assistant is one of the challenging jobs a club professional, superintendent or club manager can have. Good business practices learned and accepted as a

trainee in management will probably be adhered to when the individual takes over a head position.

Here are several criteria in attempting to develop an assistant:

- **Give him the facts.** See that your assistant has all the necessary facts about his responsibility. Give him a clear picture of what he is to do and how he should do it. Tell him how much responsibility and authority he is to have. One way to

start is by helping him develop a description for his new job.

Tell him with whom he will be working, and personally introduce him to them. Make certain they understand they are to deal with your assistant and not with you in the future.

- **Smooth his path.** Request employees who will work with your assistant to cooperate with him. You can smooth his path by spelling out for them the areas of responsibility you've given him. Then impress on him the importance of his earning the respect of other employees even when he has to reprimand them.

- **Share knowledge.** Share your own knowledge with your assistant. If he is to do a good job, you must keep him informed of your plans, their progress and your reason for making each move. He should also be warned of problems that might arise. See that he learns the ins-and-outs of working with the other people working for you.

Failing to give your assistant such background information handicaps him. By keeping him partially in the dark, he sells him and his job short in the eyes of those with whom he must work.

- **Add responsibility gradually.** Give your assistant responsibility gradually. Let him get the feeling of his job. By assigning him additional responsibilities in small doses, he learns to handle new problems. Thus he is continually absorbing additional knowledge and growing as a manager.

- **Hold a loose rein.** Some course management personnel make the mistake of trying to keep their fingers on every move made in their operations. Their constant checking may make their understudies nervous, and slow down their development. Rather than cause an assistant to lose confidence in himself, and sometimes his initiative, it is better to hold a loose rein.

- **Give him authority.** Follow the management-by-exception principle when you give your assistant responsibility for a certain task. Give him the authority for getting the job done, and encourage him to bring problems to you only if something seems wrong or out of line.

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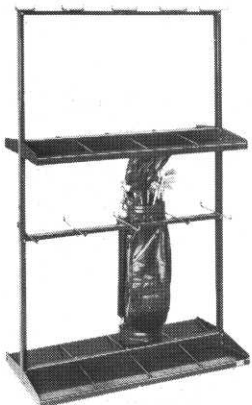


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Royal Golf Equipment national sales manager Bill Neuguth (left) watches General Manager Art Young draw the name of pro Robert Hauer, Crest Hills Country Club, Cincinnati, as the winner of a 1976 Chevette Sports Coupe, in the Royal Master Sweepstakes during the recent PGA Merchandise Show at Disney World in Orlando, Fla. Also pictured are, from left, area managers John Popp (Maryland) and Bill Lunnie (Mass.).

NEWS OF THE INDUSTRY continued

one or more suggested solutions to the problems he brings to you. You help him develop by guiding him to make the correct decision.

• How much control for you?

When you delegate authority and responsibility to an assistant, you are using his ability to think, to plan, to act and to evaluate. Of course, you have to keep control. Control is important so that you can blend his progress in with the overall activities of your business.

Check regularly on assignments you give your assistant. However, as mentioned earlier, you will want to avoid the mistake of checking each little detail.

A word of advice here. Your assistant probably will not do the job the way you would. His approach may be different from yours as his handwriting is different. It may even be better. So long as he gets the results you want, do not nag him about his methods.

Some push their assistants onto the sidelines when they think some thing is going wrong. This practice

tends to undermine their confidence. It also lowers their status with the employees under their supervision.

Pros can advise amateurs on new USGA regulations

Founded in 1894, golf's code of amateurism remains as valid today as ever, according to Elbert S. Jemison, Jr., chairman of the USGA Amateur Status and Conduct Committee.

It a recent release, the USGA has revamped its code on amateur status and indicated that the changes should be noted by club professionals and course administrators, so amateurs at their respective clubs would be made aware of the latest rulings.

A summary of these changes follows:

- **Gambling and Prize Money** — The USGA Policy on Gambling is appended to the code of amateurism. That Policy has been revised in an attempt to clarify what Mr. Jemison termed the critical distinction between "playing for prize money" (a violation of the code) and gambling, considered nefarious in some forms by the USGA and in-