

CMAA

Managers Are in People Business

More than ever, members of the Club Managers Association of America were reminded at their annual conference last month in Washington they are in the people business.

"Are we a people developer?," asked management consultant Desmond Nolan.

"A club," explained Cornell hotel administration professor Stanley W. Davis, "is a man-machine system and we must learn to optimize man in the system by being able to understand, predict, and alter his behavior. This is done by good human resources accounting."

Dan Bellus of Human Development Unlimited, Inc., unveiled the extremely important factors of knowing the sensitive nature of people in his talk: "Members Fragile! Handle With Care."

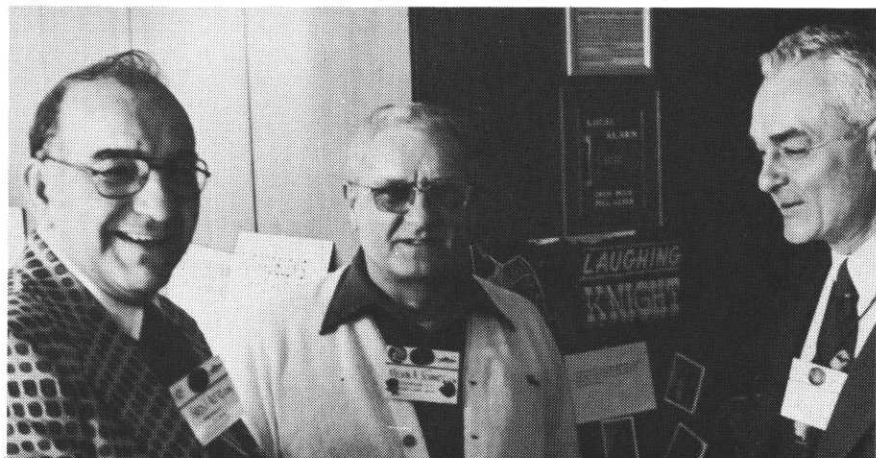
In a sense, the 49th annual conference, with its near-record total attendance of 1,532, was a living demonstration of the relationship of the club business to people business.

First, delegates were faced with a couple of hotel problems which really brought out the drama of the people business. On the first day, there was a minor fire in the kitchen. And, as CMAA members arrived looking for the registration desk, they were advised, "just follow the fire hose."

The next day, all the hotel's union employees walked off the job and the hotel manager faced the future with 40 employees and 2,000 guests.

Solving problems, often similar to these, is common to club managers as evidenced by their behavior in Washington. Within hours after the strike, a large stack of business cards from CMAA members were turned over to the hotel manager, each person a volunteer to help with the hotel's handling of CMAA events. Actually, some CMAA members did end up helping a bit in the kitchen and busing dishes.

When the hotel general manager



New national officers elected at the annual conference (at top, from left), Secretary-Treasurer George Burton, Oak Ridge C.C., Hopkins, Minn.; President Harry Gray, Exmoor C.C., Highland Park, Ill.; and Vice President Josef Auerbach, Wichita (Kan.) C.C. There were many interesting sessions. At center, Richard Lyng, president of the American Meat Institute speaks. A trio of Wisconsin managers were on hand for the conference. From left, Fred Aceto, Nakoma Golf Club, Madison; Melvin Schmidt, Chenequa C.C., Hartland; and Bill Farrar, Maple Bluff C.C., Madison.

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was introduced to the group later, CMAA members gave him a standing ovation as a token of their understanding. "I am humbly grateful," he said, "and I want to thank each and every one of you from the bottom of my heart."

It's ironic, but some members may have been thinking about what Professor Davis had told them just that morning: "The club is a complex organization or system, and it requires a lot of hard work to put it all together, making maximum use of human resources to operate the system. This means more than just assuring employee compliance through good human relations."

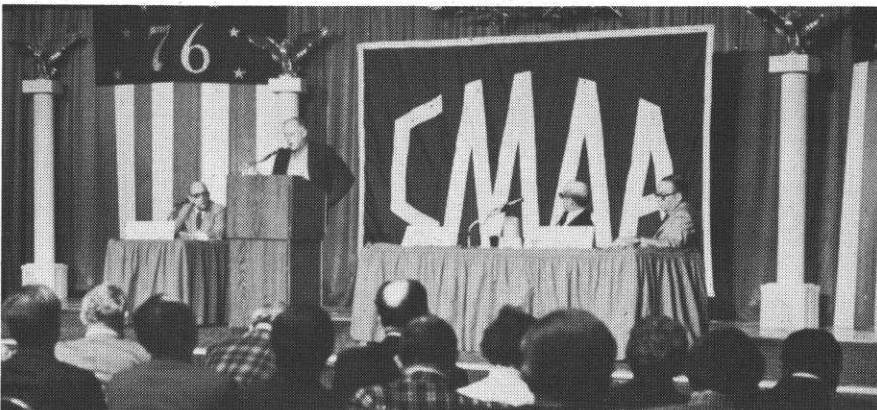
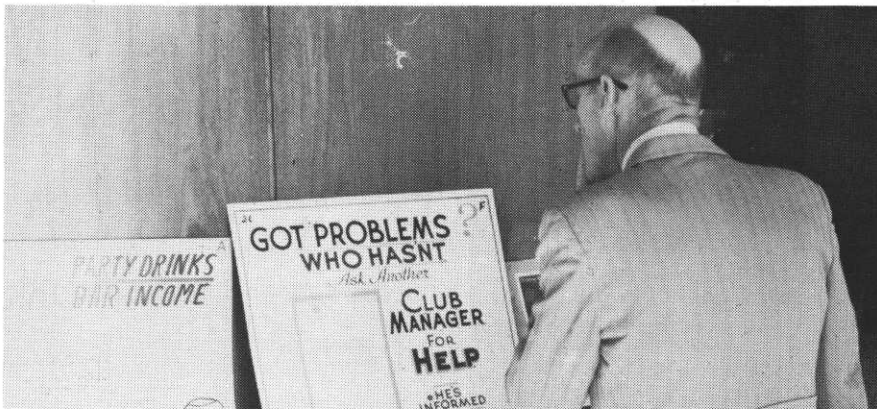
Desmond Nolan's approach that morning was to describe how managers could evaluate their "management style" and better deal with the work at hand. He emphasized that managers need to perform to objectives, to have the style that lets them see priorities.

Professor Davis sees managing well as doing many things well. This includes establishing good communications, developing a philosophy for working with employees, such as equity theory, and developing an understanding of organizational control.

"Club managers," Davis said, "have one of the toughest jobs in the world because they are providing service to their bosses. In other words, their customer is also on the board of directors. Understanding the organizational control process is critical to establishing your position, and that of your members, and employees within the system."

New president of CMAA is Harry J. Gray of Exmoor Country Club, Highland Park, Ill., and vice president is Josef Auerbach, Wichita Country Club, Wichita, Kan., Secretary-treasurer is George Burton, Oak Ridge Country Club, Hopkins, Minn.

Next year, for its Golden Anniversary Conference, CMAA will meet in Chicago's Conrad Hilton Hotel, Feb. 6-13. The 1978 conference will be in Los Angeles, and the 1979 event, Atlanta. □



Managers weren't the only ones with full days, their wives had a program of travel and events planned in the capital city, at top. Again the CMAA Idea Fair proved to be a success, as managers from around the nation posted their informative notions on the industry, as President Gray observes. Two more impressive speakers were at the Washington meeting. In the third shot, Donald E. Wilkinson, administrator in the USDA and at bottom, Argill Campbell, from the U.S. Chamber of Commerce.