

## LOCAL NEWS

Prestwick Country Club — looking forward to opening day soon.

Silver Lake Country Club opened a new 9-hole short course, Par 29, last August 15, 1963. This now makes 45 holes for Supt. Dudley Smith.

Superintendent Peter Bild of the Glen Flora Country Club is going to have his hands full on the week end preceding Labor Day. The Big Three of Golf will be competing for a huge purse. Arnold Palmer, Jack Nicklaus and Gary Player will be present. It's a lot of work preparing for such an event and a lot of work cleaning up afterwards. Good Luck, Pete.

The Inverness Country Club recently held a day honoring Stan Arendt, long time member of our Association. Several Superintendents attended and had a wonderful time. Stan is now Pro at Inverness. He was Pro-Superintendent several years ago.

The La Grange Country Club was the site for the Qualifying rounds of the National Amateur last August 26th and 27th. The course was in excellent shape and it proved to be a real test of golf. Superintendent Howard Baerwald is to be commended for all the work and preparation that went into this effort.

The Flossmoor Country Club played host to the CDGA amateur tournament for three days on August 18, 19 and 20, 1963. Wally Peiper, the Superintendent should have been proud of the condition of the course. It was in its usual spotless condition.

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## TEN YEARS AGO THIS MONTH

We had our joint meeting with the Wisconsin Chapter at the Medinah Country Club. Mr. Ray Davis with the Host Superintendent. This was the biggest turnout in the history of the Association. There were 123 that played golf and 163 stayed for dinner.

Dr. Jim Watson of the Toro Manufacturing Company was the guest speaker. He showed some slides of happenings around the country and discussed some of the research that was being conducted by Toro.

A lively Question and Answer session followed with Dr. Bill Daniel of Purdue joining Dr. Watson, Bert Rost and Les Verhaalen joining in on a panel that answered the questions asked by the Superintendents.

The Midwest defeated the Wisconsin Chapter and retained the Cup in its annual golf Tournament, 309-316.

## MANAGING YOURSELF

The following are some thoughts as written and compiled by the editors of Nation's Business, a most worthwhile publication for all superintendents.

In one of their chapters in Managing Yourself they deal with a subject entitled, "How to Simplify a Problem."

A six-step formula built by research and experience provides a logical and open-minded approach to problem-solving.

It does not guarantee finding the right solution every time. What it does do, its developers say, is to overcome the temptation to arrive at snap judgments on the basis of past experience or intuition—a temptation which they say, grows with every year in a job.

The approach, which has been developed by the U.S. Air Force, is being drilled into all students who pass through the Air University at Maxwell Air Force Base, just outside Montgomery, Ala. The Air Force formula—as easily applicable to business as to military problems—involves these steps:

1. Identify the problem.
2. Gather data.
3. List possible solutions.
4. Test possible solutions.
5. Select the best solution
6. Put the solution into action.

The six phases are listed here in the order that would normally be followed. It is important to bear in mind, however, that the sequence is not hard and fast. The phases usually overlap.

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It is frequently necessary, for example, to get well into the phase two before completing phase one.

Often it may be necessary to be working on several phases of this method at the same time.

1. Identify the problem.

The essential first step is to define as precisely as possible the problem to be solved. This may sound easy, but it often is the most difficult part of the process.

"You are half way to a solution," says Maj. Robert P. Crow, who teaches the problem-solving course at the Air University, "when you can write out a clear statement of the problem itself."

Another way to limit the problem, and thereby ease the task of finding a solution, is to concentrate on the elements which are within the scope of your control.

2. Gather data.

In the second phase of scientific problem-solving, you set out to collect all the information that might have a bearing on your problem. Don't settle for an assumption on any point where it is reasonably possible to obtain facts and figures.

Major Crow is invariably asked, at this point, "How much data should you gather?" His answer:

"It depends on the nature of the problem, and the amount of time you have. I've seen lots of occasions on which people came up with the wrong answer because they knew too little about the problem. You rarely see a man make a mistake because he knows too much.

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"You will usually know when you have investigated a problem sufficiently, if you approach it with an open mind and an honest desire to find the best solution. If you are merely going through the motions of problem-solving, you'll probably short-cut the information gathering phase.

"The most foolish thing you can do is to stack the evidence, by confining your search to facts that tend to support your own pre-conceived ideas. When you do, you're not solving problems scientifically. You're just building camouflage to conceal the fact that you've already jumped to a conclusion."

As you collect facts, organize them in some form that helps you make sense of them and to spot possible relationships between them.

Evaluate each item of information as you go along. Is the source absolutely reliable, probably reliable, or not to be trusted too far? Is this an established fact, an expert opinion, or just an opinion?

3. List possible solutions.

This is the creative thinking phase of the problem-solving process. The important thing is to keep an open mind; let your imagination roam freely over the facts you have collected. Jot down every possible solution that occurs to you, or to anyone else who is working on the problem. Resist the temptation to

evaluate various proposals as you go along. List the seemingly absurd ideas along with the more plausible ones.

4. Test possible solutions.

Now you begin to evaluate the possible solutions you have listed. And right here it is necessary to take particular pains to be objective, or your scientific approach to the problem goes out the window. You have compelled yourself thus far to suspend judgment, but the temptation is strong now to pick out the solution you secretly favored all along and proclaim it obviously the best of the lot. Now you must enumerate as many criteria as you can think of. Criteria are best phrased as questions which you ask of each possible solution. They can be drawn from three general categories:

**Suitability.** Will this solution do the job? Will it remedy the problem situation completely, or partially? Is it a permanent or stopgap solution?

**Feasibility.** Will this plan work in actual practice? Can we afford this approach? How much will it cost?

**Acceptability.** Will the Board go along with the changes required by this plan? Are we trying to drive a tack with a sledge hammer?

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As you formulate criteria, rank them roughly in order of importance. Is this test one that a possible solution absolutely must pass? Or is it merely something that would be nice to accomplish?

5. Select the best solution.

This is the area of executive decision.

Occasionally, one clearly superior solution will stand out at the conclusion of the testing process. But often it is not that simple. You may find that no one solution has come through all the tests with flying colors. You may also find that a proposal, which flunked miserably on one of the essential tests, racked up a very high score on others.

The best solution frequently will turn out to be a combination of two or more possible solutions which you tested. You will usually come up with the best possible solution under the circumstances.

6. Put the solution into action.

Now we put the chosen solution into action and watch the results. They may point toward modifications.

"If the problem disappears when you put your solution into effect," Maj. Crow tells his students, "you know you had the right solution."

There is still the possibility that the solution does not work. This is usually an indication that you have the wrong solution for the wrong problem. If this is the case we start all over with step number one.

## POINT FOR THE MONTH

Every man who aspires to a higher position will be helped or impeded by the effect his attitudes have on his performance and on the way he impresses others.

It is important to have positive, open-minded attitudes. Nine of the most essential are:

1. The ability to question the existing order and suggest constructive changes.
2. Flexibility.
3. A positive approach to problems.
4. A willingness to learn from others.
5. Courtesy and modesty.
6. Self-respect.
7. Willingness to give credit.
8. A realistic outlook.
9. Seeing things from the other fellow's point of view.

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