

T a l k i n g I t O v e r

Whose Fault Is Big Turnover in Club Staffs?

One of the huge wastes in business is that caused by labor turn-over. A man who stays on the job only a short time before he quits, or is discharged, unduly increases costs. That this leak runs dangerously near to flood proportions in the golf field is obvious from the changes in club managers that we have to make on our mailing lists even during the busy season in most of the United States.

Some of the changes undoubtedly are caused by incompetency. Still the fault is mainly that of the club, for there should be plenty of investigation of the qualifications of a manager before he is employed. We have made it a point to investigate a number of changes in managers made in the height of the season and we must say that the majority of them are the result of abrupt "blow-ups" where the manager stood his ground and, contract or no contract, was released.

The managers in the greater number of these cases were discharged because they tried their decent best to do what they were hired to do—manage. A run-in with some particularly influential member, or members, whose demands were contrary to the best interests of the club generally, or to the instructions of club policy as received by the manager when he took his post accounted for eight of cases we investigated. How and why three of the managers into whose dismissals we looked, ever were employed continues to remain a mystery to us. In three more cases changes were made for good and valid reasons that reflected neither on the club nor on the manager.

So this limited, but significant, probe simmers down to this: hire carefully, and when you do get a good man, faithfully and ably trying to discharge his duty, stand up for him, even if it does involve a temporary misunderstanding with some of the members who believe that it is their privilege to run the club without undertaking any of the executive responsibility. A manager who is a "yes man" is under suspicion as a liability.

A Limit to Being "Good Fellow"

Of all the problems that confront the pro striving to make himself a good business man, none is as difficult as that of using judgment in being "a good fellow."

The fraternal bond in professional golf is overworked to the extent that scarcely any pro of standing in the country can boast of not having been "gypped" unmercifully by the tramp so-called pros with sob stories.

Generous to the proverbial fault, the substantial pros have been easy victims of the panhandlers. But they are having a general awakening now. This realization that they have been too much the good fellow has not been confined to a discovery that the borrowing pro who never pays back is a menace. Many a pro, particularly the younger one, who has been a good