



This type of landscaping, on the front terrace of the San Diego Country Club, has softened the hard Spanish architecture in beautiful fashion, without ginger-bread effect.

What Must Manager Know to Deserve Free Rein?

By JACK PALMER

Concluding installment of Mr. Palmer's address before the Club Managers' national convention, the first part of which was published in the April number of GOLFDOM. He outlines demands of the manager's difficult position.

A REMEDY for most of the ills of the usual club organization, let me prescribe this: *Obtain the services of a competent manager and allow him to manage without constant interference.* It is quite unnecessary for the president or Board of Directors to lose their identity in the handling of the club's affairs. Most assuredly any competent manager will be in constant touch with his President and House Committee Chairman, will accept advice from them and operate in exactly the same manner as the manager of a business operates. No successful manager arrogates to himself the discharge of his duties without the counsel and cooperation of his many assistants in his particular business, but as far as the personnel of the organization is concerned, he is in absolute authority.

Another very serious mistake made by club organizations building new clubs is their neglect in obtaining at the outset a competent manager to act in an advisory capacity as to both building and equipment. His advice as to size and location of kitchen space, for instance, is invaluable. As an example how many clubs at the outset have provided proper quarters for help and is there any one thing which influences club operation as much as proper housing for employes, in that if they have pleasant quarters help of a much higher caliber may be obtained.

His experience in dealing with different items of equipment and furnishings is of the greatest importance. Many thousands of dollars would be saved in operation and many more thousands would be saved in equipment renewals if this course were to

be pursued and failure to proceed in this manner constitutes a great criticism of the present handling of club organizations.

The Other Side

So far it is to be imagined you gentlemen feel fairly well satisfied with what has been said, but as stated at the beginning, there are two sides to every story and I am somewhat inclined to believe club managers, as a class, do not receive consideration to which they believe they are entitled because they do not deserve it. This may be rather a broad statement and yet I believe it to be a constructive criticism.

I repeat there is no type of management with which I am familiar which is as difficult as that of club managing. It calls for the utmost in personality, elasticity of temperament, ability and experience. You are called upon to please hundreds of members each one of whom feels he is entitled to special consideration. You are expected to know something of all phases of club operation. You want to be supreme in your position as manager. You want to feel you are the directing head of the corporation over which you preside. The question for you to ask yourself is this: Have I so educated myself and have I had the proper experience so that a Board of Directors may wisely say, "Here is a man who is thoroughly competent to operate our club."

It has been stated a club organization should employ its manager at the inception and accept his advice in reference to building and equipment and the many things which arise during its promotional period. Are you capable of giving such advice, what do you know about club house planning, what do you know about equipment problems, that will fit you to demand the respect of the people who are employing you and who are to reply upon your judgment?

After the clubhouse has been built and is ready for occupancy, are you capable of handling food in its many ramifications? Do you know food costs so that the proper percentage may be maintained and that certain economies may be introduced without interfering with the satisfaction of the member? Are you familiar with food values so the proper combination of foods may be served, thus benefiting and preserving the members' health?

The proper handling of kitchen planning is of the greatest importance. It interlocks with the handling of food. Are you capable of laying out a kitchen so that



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every advantage of space and service will be taken advantage of, and are you familiar with cooking apparatus to the extent you can advise and assist in its purchase. Do you keep up-to-date on improvements in kitchen apparatus and are you able to advise changes of methods which will prove a saving in operation? Have you had any experience with the handling of decorations for special parties and do you know how to bring about attractive effects at a moderate cost? Are you able to provide novel entertainment without exceeding the budget laid aside for this particular purpose? Have you made a study of what is being done in other situations similar to yours so that your club members come to look upon their membership in the club as an asset in that it provides an unusual place for entertainment and relaxation. Have you schooled yourself in the science of handling human nature so this trying phase of your daily work creates general satisfaction rather than becoming a constant irritant? Are you proficient in handling of help? Do you carry yourself with such dignity that your organization finds pleasure in being associated with you, in this way reflecting a very happy atmosphere, which certainly goes for good management and the ultimate comfort of the members? Are you able to make suggestions to your House Committee and your Entertainment Committee rather than following the usual procedure of having them come to you with things which they feel should be done or suggestions as to innovations which they think would tend to improve the service and the general atmosphere of the club?

All of these things, gentlemen, are a part of your duties in the relation of club and manager. As an organization it seems to me you should set about to raise the standard of club managers. Unfortunately it obtains in all businesses that the employe has to demonstrate his ability first in order to demand recognition from the employer and so you will have to demonstrate to club organizations that you are competent to manage their properties without interference and that you are so well versed in club affairs that the job of President of a club will indeed be an honorary one without the usual worry which goes with it. Once you have accomplished this there will be no doubt in your mind or in the minds of those controlling club organizations, as to the proper relation between the club and its manager.

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