

# Measuring the Manager to Fit the Club Job

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IN A RECENT issue of The Saturday Evening Post, David Lawrence comments upon the activities of men in big business and the inner workings of large industries. He says, in effect, that the operation of large co-operative organizations, or co-operatives, as he terms them, depends entirely for success on the selection of able management, that the directors of such enterprises realize this fact and are seeking to place the proper man at the head of such organizations and then giving them, through directorates, necessary assistance without embarrassing interference.

If there is any business which approximates as a parallel the co-operative idea, it certainly is that of the modern club. For here we have large groups of individuals banding themselves together with a common purpose in view, each virtually a stockholder and with the opportunities for service in the direction of the club's affairs, some time or another. Subject as they are to the penalties, financially and otherwise, which are the result of inefficient operation, they must of necessity be vitally interested in the successful operation of their club's business, and if they are to be governed and actuated by motives and judgments similar to that which would prevail in other organizations in which they are financially interested, they will see to it that proper management is secured for their club, to the end that its business be properly and satisfactorily conducted.

## Sociability a Business

If we can once get club members to come to the realization that in spite of social aspects and the various other phases of club activities that makes them rather distinctive and different, that in a business sense they are business operations, and as such ought to be governed accordingly, then we have a proper foundation

upon which to build, and the next step of course is in the selection of the proper type of executive for the administration of the club and its various departments.

Of course, many clubs suffer from the fact that although they have secured the services of capable managers, they refuse to permit these men to manage. There is injected into the club operation novel, yet unworkable ideas, and attempts to cater to whims and fancies of an impractical nature.

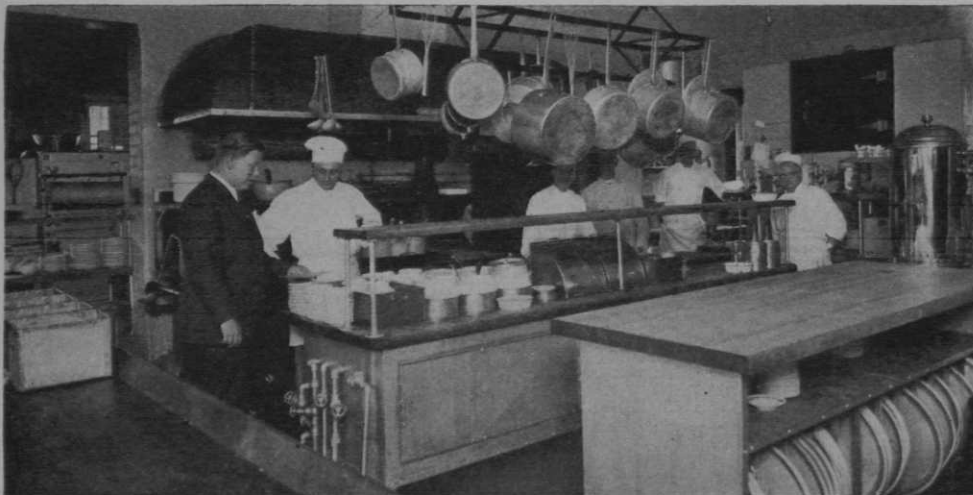
Under such circumstances where the capable executive is not permitted to administer the club's business as his training and experience has taught him to, the case is going to be pretty hopeless until the governing board changes its viewpoint. On the other hand, securing proper management and then giving to that management full support, constructive suggestions, and the benefit of common-sense advice, means the club will have a combination which will make it successful from every standpoint.

I have been asked to discuss the question of the proper selection of a manager, it being assumed, on the basis of experience of countless clubs each year, that proper and wise selection is not always made.

## Measuring the Candidate

We have called this article "The Yardstick," and we use it in the sense that we may apply certain standards of measurement to the applicant for a position of country club management and obtain an accurate measure of the man and his fitness for the position.

The personnel departments within our large industrial plants and in various professions and commercial organizations have set a certain standard to prevent the placing of square pegs in round holes. It is just as essential that standards be established in the club industry so that misfits



Manager Bangs at the Oak Park C. C. is one of the wise ones who makes a well-equipped and well-run kitchen a cornerstone of club reputation.

may be eliminated and the industry itself show more successful clubs and fewer failures.

In the selection of a manager it must be borne in mind that club operation is a business embracing a great number of details, not merely details which the average executive must have at his finger-tips in regard to his particular line of endeavor. In the club business there are a multitude of subjects which the manager must know thoroughly, therefore it is essential that he be a man well grounded in the technical aspect of his business.

I merely recite a list of a few of the many phases which enter into club operation and I am sure it will give you a better understanding of the scope of the knowledge which must be in the possession of the applicant for a club manager's job.

Consider, therefore, that problems will arise in the course of the administration of the club's affairs which will have to do with accounting, architecture, banking, banquet service, knowledge of beverages, knowledge of purchasing and various ramifications, cooking and all its branches, dairy products, dietetics, electricity, engineering, knowledge of farm products, ideas concerning salvage of food and other materials, fire protection, thorough knowledge of foodstuffs, fuel economies, purchase and care of furniture and fixtures, garbage disposal, garage administration, management of help, duties of a host and the dispensing of hospitality. He must be a

thoroughgoing housekeeper; he must understand hygiene, theories and practice of illumination, knowledge of insurance, possibly a knowledge of foreign languages, history, geography, laundry, purchase and care of linen, certain smattering of legal knowledge, marketing, mechanical devices, music, plumbing, publicity, refrigeration, general knowledge of hotel and club service and certain social qualifications, familiarity with communication system, telephone services, transportation, travel, vacuum cleaning, ventilation, extermination of vermin, and a multitude of other subjects that are encountered by the average club manager in the course of the routine operation.

It must be recognized that there are many angles to the profession, many subjects to be mastered, a vast fund of knowledge must be available for instant use as requirements demand.

### An Exacting Patronage

This is an age when clubs rival hotels in the demands for service, comforts and modern conveniences, and also in the amount of financial investment. There has developed a serious need for a type of man who can successfully inject modern and efficient business administration into the operation of town and country clubs. The club manager goes a step further than his brother in the hotel profession because of the fact that instead of dealing with a clientele composed of a vast cross-section of the general public, his contacts are with

## INSULATION QUIETS NOISY GRILL



The men's grill at the Ozaukee C. C. (Milwaukee) was noisy. Conversations at the end of an 18-hole game were naturally rollicking in nature. All sorts of annoying and distracting echoes were caused by a vaulted construction of the roof. The result was a constant noise and din that drowned out ordinary conversation.

Ozaukee's board of directors solved this condition effectively and simply by installing on the ceiling flexible insulating material of the type made by the Flaxli-num Insulating Co., St. Paul. This insulation, left exposed, absorbed the noise and din which previously had been reflected in the form of echoes.

"Our men's grill is at last mentally comfortable and quiet," says A. H. Bentley, president of the club. "Reverberations have disappeared and conversations may be carried on without undue strain. Also, the appearance of the room has been improved."

membership whose requirements are much more exacting and particular.

It is more essential that a club manager have the great number of details of the business at his command than the hotel manager because of the fact that in the majority of cases he is compelled to administer the departments himself directly without aid of experienced assistants, whereas the hotel can support a staff of trained executives to work with its manager.

The hiring of a manager usually comes within the province of a house committee, and because it is true that house committees are often chosen on the basis of social standing, or popularity, or their reputations as business men in the community without regard to their experience with

the technical and administrative side of club work, it is obvious that their selection of a manager would not be based upon the fundamental principles most important to the club's benefit. They may mean well enough, and they may select a man who from appearance and from his sales talk and from references seems to them to be capable of filling the bill, but with a yardstick in their possession, it would be pretty difficult for them to go wrong. Therefore, what follows is an attempt to describe capabilities, personality, characteristics, appearance, and general knowledge, which are the units which will show the real measurements of a candidate who presents himself for the position of manager.

(To be continued.)