

In the accompanying article, Dr. Swanson likens country club organization to an hour-glass—two triangles meeting at a point. GOLFDOM modifies this concept slightly to present club organization as a tree.

The root system represents the Ownership organization, with authority and responsibility gradually narrowed, first to the Board of Governors, then to Committees who, through their Chairmen and finally the President, act in all club matters.

The tree's branches represent the Operating organization of a club. At the base stands a General Manager (not to be confused with a "House Manager," the full and correct title for managers in most clubs today), who is responsible to and takes orders from the President only. Note that no other individual in the Ownership organization is authorized, under this plan, to contact the Manager on club matters.

Following the diagram outwardly along the various branches of the tree, it will be observed there are nine individuals, of varied importance to the club organization, who receive orders from and report to the General Manager: bookkeeper, stenographer, greenkeeper, head locker-man, storeroom man, housekeeper, steward, professional, and membership solicitor. These nine employes in turn delegate their authority to heads of smaller divisions under them, until eventually the individual in charge of the most minor duties of each branch is reached.

Thus, every employee is responsible to only one superior, from whom he also obtains his authority. No chance for conflicting orders by well meaning but contrary minded superiors.

Obviously, the club diagrammed here is large and complex, with well over 100 employes. Many clubs have smaller and simpler organizations, but all duties indicated on the diagram must be performed by someone, unless the department actually does not exist. It is simply a case of one employe covering duties performed by two or more employes in a larger establishment.

This is not the most common type of golf club organization. The average club turns the house departments over to a House Manager, who reports to the House Chairman; the grounds over to a Greenkeeper, who reports to the Green-Chairman; and the golf department over to a Pro, who reports to the Sports & Pastimes Chairman. This cannot help but result in certain overlapping of authority, with consequent waste motion and inefficiency.

The great advantage claimed for the Functional plan of organization, diagrammed here and discussed in detail in Dr. Swanson's article, is the definite fixation of responsibility and authority in smooth-flowing channels from the highest executive down to the lowest employee.

tion is a device that a good manager uses to make it possible to manage the business well. Just as a carpenter uses a saw and hammer for specific purposes, a good manager uses the tool of organization, and he organizes his business in order to manage it more effectively.

### Five Steps to Organization.

One of the ideas in organization is the recognition of an objective. You cannot organize unless you organize for a purpose; thus, it is essential in an effort to organize successfully that you definitely have in your mind an objective, the thing for which you are organizing. That is the first step in organization.

The second step in organization is that you have enumerated before you, or in your mind, all the activities in the business you are going to organize, because organization involves doing something with those activities. By activities I mean, in a club, feeding activity, entertainment activity, service activity, mainte-

nance activity, and a long series of other activities.

Your third step is to group these activities for the purpose of creating units of activities. These units can then be assigned to individuals for the purpose of supervision and for the purpose of execution.

Having grouped your activities, the fourth step in organization is to assign those activities to individuals, and that is where we merge into management.

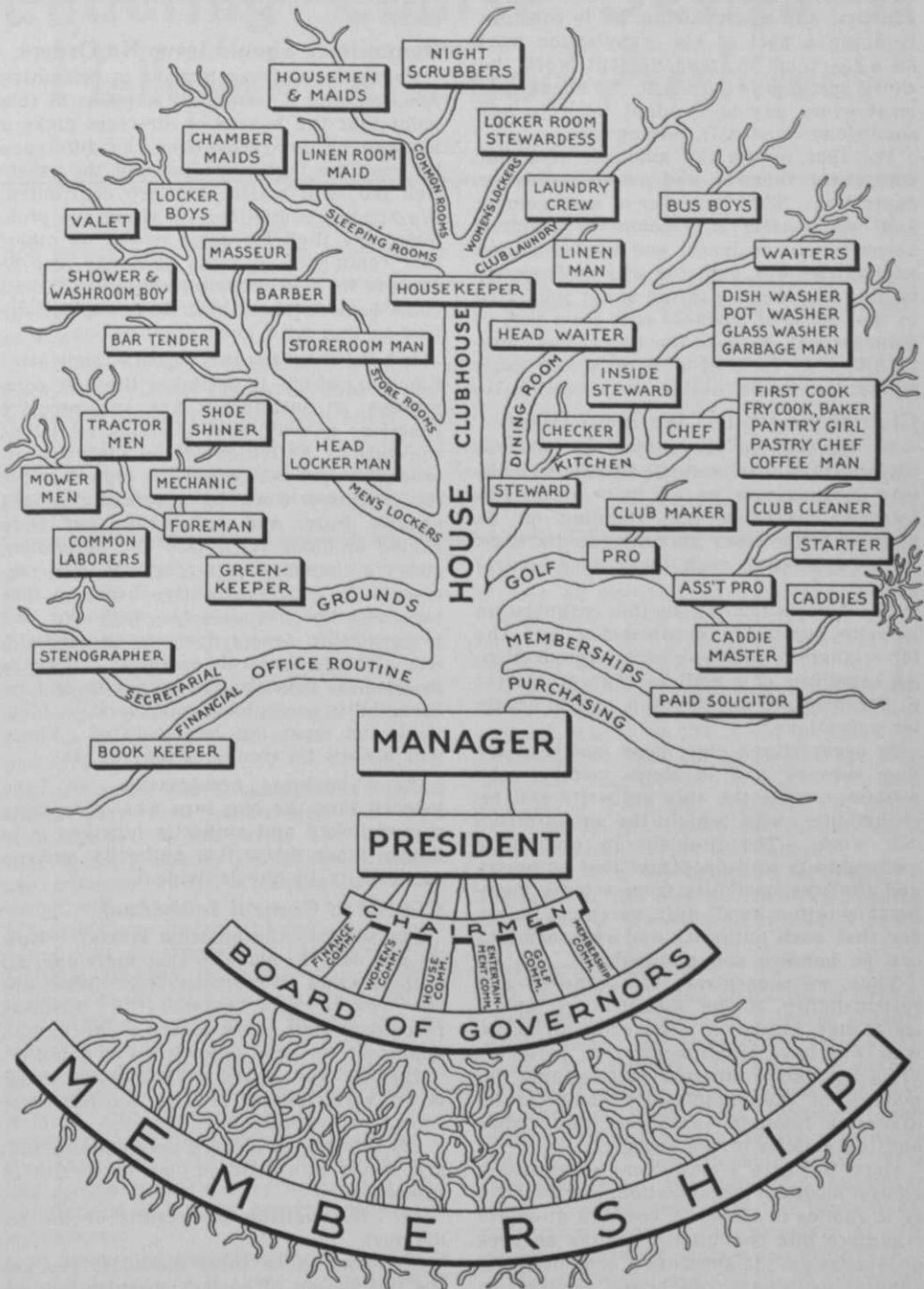
Your fifth and final step in organization is to relate those groups of activities to each other so that you have a complete tie-in from the top to the bottom of your set of activities.

Thus, organization is not a simple thing; it is complex, but nevertheless very definite.

### Manager Organizes Constantly

Consider next the relationship between management and organization. I stated that the two are very closely related, and

# THE GOLF CLUB "TREE"



(Explanatory note on diagram appears at top of page 22)