

# Department Heads Hold Directors' Meetings of Their Own

By JACK FULTON, JR.

**A** GREENKEEPER friend came into the office the other day and offered to buy lunch as the solitary bit of festivity connected with his signing up a good contract on a new job.

"How'd you knock off that prize?" we asked him in the hope that his answer would help to solve a problem for some of the other fellows who are looking for positions.

In our opinion the answer outlines one of the important policies that can be instituted at any golf club. Here's the reply:

"When it began to simmer down to a choice between a couple of other fellows and me, I told the green-chairman that I was a fellow who always got along with the manager and the professional. That point was the clincher.

"Ever since I read in GOLFDOM about that meeting early in 1931 between the officials of the greenkeepers, pros and club managers I have been thinking seriously about what the team-work between department heads means to the club that pays us all. When the 1931 season started I went to the manager and pro of the club where I was located and said, 'Boys, it looks to me like we ought to have some directors meetings between ourselves. The club's board seems to find it necessary to meet and plan what we are to do in our departments, so apparently it wouldn't be a bad idea for us to meet and discuss how to do it.' The fellows agreed.

## Thrash Out Misunderstandings.

"Up to that time I hadn't been getting along so well with the pro for one little reason or another. I guess both of us thought the other bird was too bossy. Well, after a couple of sessions when we fought it out, with the manager as the third man in the ring, we began to understand each other. Any complaints we had to register were made right out in these little meetings and I want to tell you it was a great thing for both us and the club. We went through hell on our course last year, be-

tween the ordinary miseries that an old course experienced during the 1931 reign of terror and the worries and work of remodeling that I had to care for right during the middle of the playing season. By showing the pro what I was up against and putting him on 'the inside' about my problems he squared me with the members.

"The same thing happened with the manager. Both of those fellows helped me and you can believe me, when I got a chance to help them, I jumped at it.

## Learn They're Humans.

"The outcome was, in the case of the pro, that I learned he was a fine boy instead of the dirty little back-biting and pouting rat I used to rate him. I know he learned I wasn't the bull-headed, dumb thug he used to think I was. I always got along with the manager as he would take some of my dough playing golf Mondays and he had to be my pal or I would quit being a sucker for him on our golf bets.

"We used to meet one night early in the week and tell each other what we planned to do. This promoted a habit of each of us thinking ahead, as it's natural a fellow would like to show off by laying down some smart idea of his own before his team-mates. When the club was going to have some parties—little or big—the three of us would talk about the folks who were giving the parties and frame something that would make the club's customers get a better deal in every department than they could get at any other club in the district.

"The day is over when the greenkeeper and the pro and manager can go around knifing each other in the back. This lack of harmony shows us up in the financial statements of the clubs, and none of us need think for a minute that our club officials don't know what is going on and are so thoroughly disgusted when the department heads can't get along that the boys who won't pull in team formation are dead sure of being canned.

"There's no getting away from the fact that this general management idea has had considerable to do with arousing distrust between department heads. The pro and greenkeeper often think the house manager is trying to engineer a deal that will make him the boss of the whole works at a salary that will mean cuts or a restriction of future earning power for the rest of the boys. I'd say that any manager who allows that suspicion to worm its way in reveals that he hasn't the ability to create the confidence necessary to operate on the general manager plan.

"I'd sooner have a strong, smart man who knows what I am up against in course maintenance and with whom I am in daily friendly contact as boss. Being the farm hand of a chairman who hasn't much of an idea of what it's all about is not the ideal set-up. I've got too much to do on the course to be fooling around with a half a dozen or more assorted club officials.

"But this weekly meeting idea actually works out as a general management stunt. We determine on co-ordinated effort that really is vital to the conduct of a successful business enterprise. When we all work together we stand a better chance of making money for the club and having some unity and strength in getting more money for ourselves.

### Let Club Officers Sit In.

"I've told the manager and pro at the club I'm now signed up with about this meeting idea and they are for it. The pro thinks we should ask the club president, treasurer and committee heads to attend some of our meetings. We may do that, if the club officials are agreeable. We probably will ask them to every second or third meeting and get these meetings framed so they will get down to bed-rock and stay there instead of wandering around and having the play taken away from the real subject simply because the club officials are better talkers.

"We couldn't have the club officials at every meeting because there probably will be some fool notions of officials that we will have to struggle with between ourselves and we can't afford to be blunt about these matters in the presence of our bosses. Between ourselves, it's something different!"

These remarks struck us as being well worth consideration by other club department heads and officials. We know the idea has worked out in practice and can see no reason why other clubs can't use it.

## Home Movies Prominent in 1932 Entertainment Plans

**E**ARLY INFORMATION on the entertainment plans of clubs indicate that home movies will have a prominent place this season, due to the popularity of amateur Filmo outfits for the past several years, which have built up a supply of films having keen local interest for the club members. Also there are pictures taken by the pro during his instruction of members, which add to the magnetism of the film shows put on as club affairs.

Silent pictures on golf and other subjects of general interest are available at



*Photo—Bell & Howell*

**Bobby Jones is a Filmo owner and has taken many feet of golf pictures.**

low rental from Bell and Howell and other film companies. Frequently pictures of golf events at the club are shown following special dinners and bring in good sized crowds.

A number of the leading amateurs have collected extensive libraries of films taken by themselves. Bob Jones is one of the most active amateur cinema photographers. Leslie Gordon, former president of the Western Golf assn. is another of golf's notables whose home-grown golf films show most of the country's leading golfers in action.

Several eastern clubs make features of film shows and have found the movies as a regular event to be profitable boosters of club interest and business. In several cases the clubs have space devoted especially to film showing and have these rooms wired for sound.