

## SIXTEENTH AT CYPRESS POINT



Of all courses in the United States, few exceed the links of Cypress Point at Del Monte, Calif., in picturesque architecture or exacting shot requirements. This sixteenth hole is typical of the problems that face the golfer almost constantly.

bitions, their objectives, their faults and virtues, their families, and the things that will inspire them to do their best for our interests, as well as their own. We must develop them with a capacity for initiative, self-reliance and self-direction so that they will work with the least cost of supervision. We should develop them to the point where they will be capable of answering the knock of opportunity when it presents itself. We must realize that a good greenkeeper cannot succeed except as his men succeed. The majority of men are satisfied to follow, rather than to lead, and I firmly believe that more is to be gained for the cause of *individual* recognition of the greenkeeper if we handle men as human beings, rather than as a mass machine. We must know how to have a sympathetic understanding of all their problems and how to reward and compensate them for work well done.

At the same time, it is wise to know that, for our club's sake as well as our own, it is only kindness to get them to

seek other work, if by their actions they have demonstrated that they are not fitted to perform their duties satisfactorily. We all make mistakes in judgment, and the only proper thing to do for all concerned, is to correct them as soon as possible.

#### Watch for Unhappy Workers

Necessity once forced a greenkeeper who was doing some construction work to resort to the old-fashioned method of using wheelbarrows, to haul soil from one side of a green to the other. He had six men working. He noticed that one of the men always pulled his wheelbarrow behind him, while the other five men pushed theirs forward and seemed to accomplish a good deal more than this particular individual. So he asked him why he did not push like the others. The fellow looked up surlily and said, "I'm damned sick of the sight of it." That is an example of a mistake to be corrected.