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Business Techniques Stressed**Standardized Methods Reviewed  
in PGA Teaching Program**

THE Education and Teaching program at the PGA's 42d annual meeting was pretty much a review of the policies and methods successful professionals have standardized.

The program was highlighted by a talk by W. V. Register, pres., First National Bank of Dunedin. Register spoke the fiscal gospel for pro department operation. The pro financial problem in general is that the pros who need Register's help weren't at Dunedin and won't pay much attention to his talk as digested in print. They make things tough for themselves and add a penalty to the cost of doing business that must be shared by all pros, good, medium and bad, and all buyers of golf goods.

However, the improvement in pro business methods and credit rating has been so pronounced that it is something the representative pros can brag about.

"Enlightened selfishness" was the keynote of the business talks. Successful corporations have a policy of thinking of the public first and taking good care of it. This is not because they love the public (since the public rarely is lovable) but because this primary consideration of the public is the smartest selfishness that a profit-wise corporation exercises. The application of "enlightened selfishness" must be the same with the pro as with a big corporation, PGA program speakers repeatedly implied.

Denny Champagne, gen. chmn. of PGA program committee, and Irv Schloss, chmn., Education-Teaching committee, presided over the business instruction sessions. Schloss had a tape recording made of the talks for use by PGA sections.

**Records for Deductions**

Wm. Crown, CPA, opened the sessions by stressing the importance of keeping complete financial records. Federal, state and city taxes call for the pro keeping rec-

ords of almost every penny he handles.

Crown mentioned that the pro can deduct what he pays for shop construction and fixtures and deterioration on shop equipment. The newly revised Excise tax law also cuts the cost of a club building a new shop.

The tax counselor advised that pros consult their own tax advisors about responsibility for withholding tax on assistants' salaries as the status of assistants as employees or independent contractors varies according to conditions of the assistants' employment. In some instances the club, not the pro, is responsible for assistants' withholding taxes.

**Suggests Getting Advice**

Crown referred to the new tax legislation allowing a pro operating his own department, or a range, to be taxed as an individual or as a corporation and recommended that the pro look into that with his own tax advisor. Another point to be considered is whether charging a legitimate salary (in addition to the nominal salary from the club) as part of his cost of doing business is advisable.

D. M. Schroeder, hospital administrator, in talking on "Human Relations" spoke of the pro's responsibility to constructively criticize. He suggested that the pro prepare the member and/or pupil for criticism by telling of the pro's own faults first. He said that most kicks could be handled by being a good listener and letting complainants blow off steam.

W. V. (Woody) Register said that reference to the rating book of the Sporting Goods Clearing House and the number of pro accounts shipped COD shows the need of sound financial counsel for younger pros in particular. Older pros also lose considerable money by failure to use simple good judgment in business and personal money management.

A digest of Register's talk appears on page 30 of this issue.

Dr. Alfred P. Haake, veteran sales mgr. and a General Motors sales consultant, said that the same procedure General Motors follows can help the pro to success. GM, Haake said, assembles the facts, analyses them, then follows the course indicated by this analysis. Although that's the pattern GM employs, it doesn't have any formula for making sales.

#### Visual Aids

John Mahoney, pro, Warwick (R. I.) CC, demonstrated the use of visual aids in teaching by presenting still and motion pictures taken and used in PGA teaching studies at Dunedin.

Mahoney's description of picture-making equipment for effective use in teaching will be given in detail in an early issue of GOLFDOM. Although pros for years have made more or less practical use of still and motion pictures in their teaching, there hasn't been any planned study of this work until Irv Schloss and Mahoney got together on the problem. The speed of the swing and details concealed from the instructor make golf instruction difficult and leave the conscientious instructor needing all the help he can get from modern educational methods.

Films of Joyce Wethered, Jones and Vardon, taken under the direction of George Sargent for the PGA and providing considerable of the basis for modern teaching, were shown.

Paul Stephens of Pinellas County (Fla.) public schools staff, in talking on "the psychology of learning as related to motor skills," referred to some instruction experiences as a high school athletic coach.

#### Steps in Teaching

Stephens accented teaching as simply as possible. Don't teach when tired, he warned. He said that the steps in teaching are:

(1) Explanation and illustration. You've got to determine what stage of learning the pupil is in, then tell and show him how to progress.

(2) Imitation. Have pupils mimic your positions and motions. Let them see and feel what's right so they won't copy wrong.

(3) Correction. Point out mistakes and also tell the pupil when he is right. Comment first on whatever he's done that's good. Then see how you can help the pupil make the correction.

(4) Repetition. Drill for perfection of technique and help the pupil to form good habits.

## Pros Vote to Keep PGA for the Pros; Sargent Re-elected

Harold Sargent, East Lake CC, Atlanta Ga., was re-elected pres. of the PGA at the association's 42nd annual meeting. Re-elected with him were Lou Strong, Tam o' Shanter CC, Chicago, secy., and Warren Cantrell, Meadowbrook GC, Lubbock, Tex., treas.

Vice presidents were changed in three districts. Dugan Aycok, Lexington (N. C.) CC, was named to succeed Al Houghton, Prince George's G&CC, Landover, Md., in Dist. No. 3; Manuel de la Torre, Milwaukee (Wis.) CC, succeeds Harry Pezzullo, Mission Hills CC, Northbrook, Ill., in Dist. No. 6; and Leland (Duke) Gibson, Blue Hills, Kansas City, Mo., succeeds U. C. Ferguson, jr., Lincoln Park GC, Oklahoma City, Okla.

The Ryder Cup matches were placed with Eldorado CC, Palm Desert, Calif., for Nov. 7-8. Tentative arrangements were made for holding matches at the Atlantic City CC but were found not agreeable to British or U. S. tournament management.

The top 25 money winners for the calendar year 1958 and through the National Open this year will automatically qualify for the PGA championship at Minneapolis CC. Others will qualify either in their sections on June 22 or, in the case of tournament players, at the Chicago Open.

The PGA treas. was made a member of the tournament committee, replacing the member-at-large formerly elected to the committee.

Proceedings for the record and back-stage reflected an abrupt halt of the trend to alter the PGA status on which the pro association had grown in esteem and business standing, and change it to a quasi union organization directed by non-pros. Representative businessmen professionals credit Sargent, Strong and Cantrell with the right kind of discernment and leadership to keep the PGA for pros.

Information from the meeting of the directors of the Professional Golfers' Foundation for Education-Service showed that the year's revenue from the PGA label merchandise setup was approximately \$8000 for educational purposes and \$2500 for relief fund, a total less than legal fees for the period.