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## THE BEST OF GOLFDOM

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# Running a golf club can cause many headaches

*Perennial problems include labor, management and conflicts of personalities.*

Having, for three years, been serving on the Board of Directors of a country club which features golf only; having been on the Finance committee, Chairman of the Greens Committee, and a member of the Building Committee during the construction of our new clubhouse, leads me to give you who may be active along the same lines a chance to check up on your own organization. I will simply elaborate on things that actually have stood out as experiences.

One thing that worries a lot of clubs is the method of management. We have tried a General Manager and found it created a lot of friction. The General Manager wanted to make a fine showing financially, electing to buy the fertilizer and other materials for the greenkeeper. The outcome was that we had poor greens. This system of management caused friction with the professional and, furthermore, was continually on outs with the House Committee or some one else.

We then went to the system of having a house manager under the supervision of the House Committee. Our greenkeeper is under the jurisdiction of the Greens Committee. The finances are checked by the Finance Committee and the Club Secretary has supervision of the office. This system is working fine.

## True—Then and Now

Few things ever change, especially politics around the clubhouse. The facts and "gripes" aired in this article could easily have been written today. However, they appeared in the May 1927 issue of GOLFDOM with the following introduction:

"Here's one of the stories we are delighted to print. Every word of it is true. Written for GOLFDOM with the very plain understanding that we'd keep its source confidential. There is priceless value to many clubs in this candid charting of the perils that clubs must run.

"We want more material like this, and so do you. If any of you have such a practical tale, please tell us. You'll do golf a lot of good, just as this anonymous contributor has with his frank 'close-up.'"

Needless to add, the same holds true today, and the pages of GOLFDOM are open to any who wish to express their candid views on golf business.—THE EDITORS.

## Getting Greens Results

About 18 months ago we brought a well-recommended greenkeeper out from the East. At that time we had the General Manager and we did not see any startling improvements in our course. We then changed management and administrations and a new Greens Chairman came in. Well, we went through last year without getting anyplace. In fact, it seemed our greens got worse.

This year a new chairman of the greens was installed. He professed to know nothing about grasses. He knew nothing about seeds. He did, however, know how to run a business.

When he took hold, he ran into all kinds of excuses by the greenkeeper, the backbone of all being, "I was not allowed to do what I knew was best. I followed instructions from the chairman of the greens." The outcome was that he was told that it was up to him to produce results and *do it now*. He was not to do anything he did not agree was the proper thing to do.

The cooperation has been fine between the two and today we have the best greens we have ever had and our

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## RUNNING A CLUB

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course is in the pink of condition. The lesson is this: Get a greenkeeper and make him "sell" you. You are a good enough businessman to tell whether he knows his stuff; if you don't, you are in the wrong place; if he does not know, then he is in the wrong place.

### "Lone Wolf" Trouble

There is another trouble that has caused us lots of grief at our club. That is the man who is active wanting to play a lone hand and get all the glory. Once we had a president who insisted that he had to have his own way about everything. He would let them talk, but when it came to action he used his own idea and made them like it. Well, it caused us to lose the best man we had in the club as a director. We finally got rid of the president.

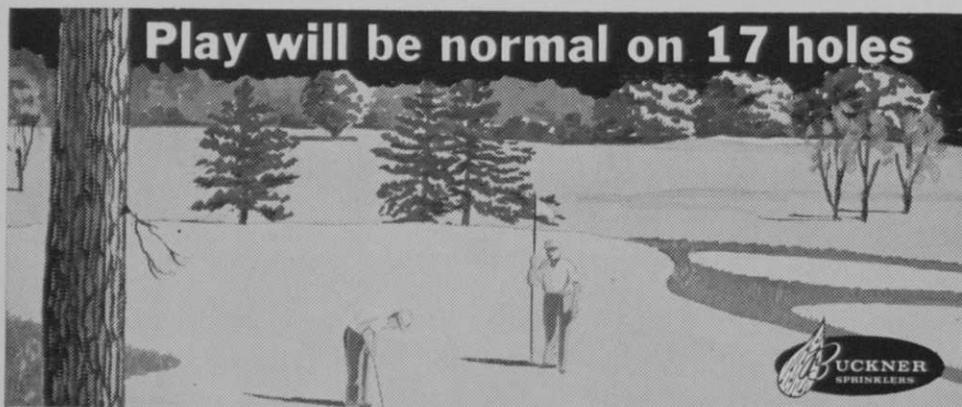
Then on another occasion we had a director who loved publicity and through some means of persuasion managed to have the news items mention him or

show his picture every time our club was mentioned. This worked a hardship on the other members of the Board because it became a joke with the various members who began to refer to it as a "one-man club."

The lesson here is that if you want to be active in your club do so for the fun you get out of it and the pleasure you get out of having the boys pleased with the results. But let the other fellow do the talking, not you. Also work in a cooperation between all the active ones instead of a "one-man affair."

### Cheap Help Costly

Do not use cheap help. Especially is this true in the office. We lost several hundred dollars by having cheap, and not properly chosen, assistant secretaries. Get a good man and insist upon a good set of books. This is especially true because the heads of the committees are businessmen or golf players and both are very busy. It takes time to run a country club and the directors have to give it. ●



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