

Accent on management

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The lifeblood of a golf club is in its committees. Here, where members work together in small groups carrying out the programs and fulfilling the policies of the club, are its future officers and boards. Here too develop some of the club manager's difficult communication problems.

Many managers are not aware of the potential that lies in a club's committees. Others fear the forces that often develop here. However, effective managers, realizing the services good committees can render, make full use of them.

In so doing, they reap the benefits of the interaction and cooperative efforts of a cross-section of the club membership, and profit by the opportunity to display their talents and responsibility.

Someone once said that "Committees are groups that keep minutes and waste hours." Though often true it need not be necessarily so.

Members who serve on committees want to make their club appear its best at all times. They are usually trying to improve the service of some part of the club, hoping to make it a credit to themselves and to the general membership.

Given a course of action, and coordination, they will be an asset to the club. It is within the power of the manager to provide both.

The successful manager must perform three essential functions if his committees are to be an effective part of the club organization. He must inform them; he must help set priorities; he must motivate them to action.

All three depend upon his ability to communicate. All three require that he keep in close touch with the committee members. All require that he know something of the basic needs of each individual member.

In order that he may have an informed committee to work with, a manager must make this part of his job a year-round function. Additionally, he must relate the information to the committee's objectives and state it in terms they are willing to accept. In other words, he must show them why they need it in an *understandable vocabulary*.

In establishing communications with his committees, a manager's most effective tool is the agenda.

A draft agenda distributed to the committee members well in advance of the meeting date permits the committee chairman and the manager to inform the committee of the time, place and subject of the meeting. It also provides the member with an opportunity to express opinions on those items he feels are not ready for discussion and to add subjects he feels should be considered.

From these returned drafts, a final agenda can be drawn which will result in a well planned, productive meeting. It is an agenda which the manager can use to guide and inform his committees. It is an agenda which will make each member of the committee feel personally involved in its work. It is, in short, a communication medium that provides the means for both transmission and response of information, priorities, and motivation. •