



Accent on management

by Ken Emerson

What makes a club manager?

Can you imagine a business run by top executives, all with the title of manager or general manager, with no authority over all of their departments and with supervisors frequently free to make decisions without regard to their superiors? Or imagine an industry in which the board of directors frequently fails to listen to management, and stockholders do not know that they have a manager.

The private country club is just such a business.

Over the last 20 years, the position of club manager has developed from club steward or dining room manager, to club-house manager, to its present state where much of the responsibility for keeping the club running and coordinating its activities rests on the shoulders of the club manager.

The responsibility is his, but seldom the authority, and only rarely the respect. To all too many clubbers, members and officers, the club manager is still

Continued on page 92

NEW! PARK-TYPE PEDESTAL FOUNTAIN



MODEL NO. 6837,
TAPERED BASE
AND TOP OF
STAINLESS STEEL.

**Vandal-resistant fittings
Stainless steel construction
Easy-to-install**

Halsey Taylor®

THE HALSEY W. TAYLOR COMPANY/1630 Thomas Road, Warren, Ohio 44481

*Please send me
complete submittal
sheets for
Pedestal Fountain,
Model 6837.*

Name _____
Title _____
Organization _____
Address _____
City _____ State _____ Zip _____

For more information circle number 280 on card

Emerson

Continued from page 47

the dining room manager, a sort of glorified maitre d'.

What matters is that he must prepare a club budget, work with a golf course superintendent and golf pro, who report to independent committees, assist them with their bookkeeping and work with a dozen other club committees. Still the old image hangs on.

The capable club manager can, and does, prepare himself for greater responsibilities. He attends special classes, workshops and seminars in everything from financial management and property maintenance to executive development.

Unfortunately, this extracurricular activity often goes unrecognized, if indeed club members even know of it. And club managers, being service-oriented and often self-effacing, are not always inclined to call attention to their own accomplishments.

Times and managers change,

however, and it is encouraging to see developments such as a recent session in group dynamics conducted by the Pittsburgh chapter of Club Managers Assn. of America.

The 35 members discussed "What makes a club manager?" at a day-long seminar held at Charters CC under the direction of Dr. A.J. DelVecchio, director of the Family Research Institute, College of St. Thomas, St. Paul, Minn. The answers the managers set down (probably the first time such an appraisal has been recorded) is a catalogue of personal values and preferences for the professional club manager, and while not to be considered an absolute, the remarks of the Pittsburgh group may have sounded the note for further study.

The conscientious and active club manager may find personal profit in comparing his own goals and needs with the group's and thus discover areas for improvement in his own operation. Here's

how members of the Pittsburgh chapter ranked managerial operating qualities:

1. Leadership—Assuming a position of leadership, managing other people

2. Benevolence—Generosity, sharing with others, helping others

3-4. (Tie) Support—Receiving understanding and encouragement from others

3-4. Conformity—Doing what is socially correct, following regulations closely

5. Recognition—Attracting favorable notice, being looked up to and admired

6. Independence—Freedom to make one's own decisions, being able to perform in one's individual way.

It is interesting to compare this list of values for the ideal manager with the chapter's ranking of values for themselves. Here's the order in which they ranked their personal values: support and benevolence; leadership; independence and conformity; recognition. When asked to rank the three most desirable personal attributes the group preferred these in the following order:

1. Perceptiveness—The ability to analyze the motives and feelings of oneself and others, to understand how others feel about problems, to put oneself in another's place

2. Achievement—To do a difficult job well, to accomplish tasks requiring skill and effort, to do one's best

3. Endurance—To work hard at a task, to keep at a job until it is finished, to stick with a problem to its end.

Although only beginning, the members of the Pittsburgh chapter may well have laid the foundation for what will be exact studies of the club manager's needs and attributes. Next month in Dallas there will be an attempt to profile the club manager by use of a computer. It will be interesting to see how these touchstones compare with the material the computer turns up. □

WORLD'S MOST DESIRABLE IRRIGATION SYSTEMS

ARE DESIGNED BY

Larchmont

AUTOMATIC GOLF COURSE IRRIGATION

CONSULTANTS

DESIGNERS

INSTALLERS

For permanent

underground

irrigation systems

we use

Johns-Manville

TRANSITE

Asbestos-Cement

IRRIGATION PIPE



**LARCHMONT
ENGINEERING**

Lexington, Massachusetts

02173

Members A.S.A.E.-S.I.A.

For more information circle number 177 on card