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TEAM UP NOW!

There are increasing ties at clubs and courses among the manager, professional and superintendent. Each is having a greater influence on the others' decisions—and that more than likely includes planning and buying decisions. These conclusions are supported by GOLFDOM's recent Inter-Relationship Survey, in which hundreds of managers, professionals and superintendents were formally polled on the extent of their responsibilities and their contact with their fellow administrators at the club.

In analyzing the survey results (shown on the next page), the influence of one administrator on the others appears to emanate from three basic sources: 1) frequency of contact, 2) exchange of ideas and advice and 3) reading habits.

FREQUENCY OF CONTACT

The key questions to this influence-source are Number 3 (Do you meet with the other two administrators on a regular basis?) and Number 5 (If no to Question 3, do you ever meet with the other two administrators on an irregular basis as problems arise or to discuss future plans?). Combining the responses from both questions to determine the total percentage of respondents who have meetings on a regular or irregular basis, the following is indicated: *97.9 per cent of the man-*

According to GOLFDOM's survey, frequent communication among the professional, the manager and the superintendent is the rule, not the exception

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agers, 97.2 per cent of the professionals and 97.6 per cent of the superintendents reported that they do have joint meetings.

It also should be noted that some respondents to Question 4, on how often they meet, indicated that they meet with the other two administrators each morning before beginning the day's duties.

EXCHANGE OF IDEAS AND ADVICE

Almost 95 per cent of the managers, more than 93 per cent of the professionals, almost 86 per cent of the superintendents and almost 91 per cent of all respondents combined reported that they do frequently or sometimes consult with or seek advice from the other administrators when faced with a problem. Not only does this indicate that there is respect for each other's knowledge, but also that the opinions of the fellow administrators carry some weight. Tied to this set

of responses is that for Question 7, which showed that the overwhelming majority of managers, professionals and superintendents frequently or sometimes offer ideas or constructive suggestions to their fellow administrators. *In general, there is a growing rapport among administrators, which permits them to offer advice and suggestions without fear of offending.*

READING HABITS

In view of the flow of ideas and advice among the manager, professional and superintendent, it is apparent that the interests and knowledge of each administrator extends beyond his immediate area of responsibility. And the information he reads and absorbs feeds his desire for broader knowledge. In checking out reading habits, *100 per cent of the managers, more than 98 per cent of the professionals and almost 97 per cent of the superintendents said that they frequently or sometimes read in publications material or articles that are primarily oriented toward either of the other two administrators.* When asked why, the responses broke down this way, going from most frequently to least frequently checked: 1) further my over-all knowledge, 2) be of greater value to the club, 3) general interest and 4) be prepared to take on greater responsibilities. This indi-

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TEAM UP *continued*

cates that their interests in material outside their immediate areas of responsibility does not primarily emanate from an ambition to take on authority in other areas, but from a desire to avoid being so narrowly channeled into their immediate areas of responsibility that they cannot contribute to the total club or course operation.

An important segment of the industry that should not be forgotten are those who actually hold combined titles and those who hold one title but formally share in the responsibilities of other administrative positions. Some 15 per cent of

the survey respondents noted dual titles—either Professional/Manager, Professional/Superintendent or Superintendent/Manager. In addition, more than 62 per cent of the managers, 34 per cent of the professionals and more than 24 per cent of the superintendents said they formally share in the responsibilities of either or both of the other two titles. Therefore, it is apparent that this group has an absolute need for information that covers the total spectrum of positions—manager, professional and superintendent. (For more on this group, see "The One-Man Trio," p. 36.)

Over-all, the survey confirms

what GOLFDOM has long believed—that the manager, professional and superintendent are not, nor do they want to be, oblivious to the others' responsibilities. To reiterate our editorial (GOLFDOM Speaks Out, p. 8), each is and should be vitally interested in what the other two administrators are doing, because the quality of their performances affects him. The condition of the course, the quality of the pro shop and the level of clubhouse facilities are not separate entities when considering the stature of a facility and its administrators—and it is obvious that the respondents to our survey are aware of this. □

Inter-relationship survey		Managers	Superintendents	Professionals	Over-all response
1. If you hold only one title (manager, professional or superintendent), do you share in the responsibilities of either or both of the other two titles?	Yes	62.1 %	24.4 %	34.0 %	38.4 %
	No	37.9 %	75.6 %	66.0 %	61.6 %
2. If yes to Question 1, specify the area or areas in which you share responsibility outside of your official position	Manager	—	67.7 %	30.6 %	*
	Professional	13.6 %	12.9 %	—	*
	Superintendent	35.6 %	—	44.4 %	*
	Both	50.8 %	19.4 %	25.0 %	*
3. Do you meet with the other two administrators on a regular basis?	Yes	73.5 %	61.1 %	56.6 %	63.3 %
	No	26.5 %	38.9 %	43.4 %	36.7 %
4. If yes to Question 3, how often do you meet?	Weekly	69.4 %	55.8 %	50.0 %	58.9 %
	Bi-monthly	2.8 %	3.9 %	10.0 %	5.2 %
	Monthly	11.1 %	26.0 %	16.7 %	18.2 %
	Other †	16.7 %	14.3 %	23.3 %	17.7 %
5. If no to Question 3, do you ever meet with the other two administrators on an irregular basis as problems arise or to discuss future plans?	Frequently	65.2 %	40.8 %	39.1 %	44.9 %
	Sometimes	26.1 %	53.1 %	54.4 %	48.3 %
	Never	8.7 %	6.1 %	6.5 %	6.8 %
6. If you are faced with a problem in your area of responsibility, do you ever consult with or seek advice from the other two administrators?	Frequently	57.7 %	20.8 %	38.3 %	37.4 %
	Sometimes	37.1 %	64.8 %	55.1 %	53.5 %
	Never	5.2 %	14.4 %	6.6 %	9.1 %
7. Do you ever present ideas or make constructive suggestions to the other two administrators concerning their areas of responsibility?	Frequently	44.9 %	12.6 %	39.6 %	30.8 %
	Sometimes	49.0 %	67.7 %	52.8 %	57.4 %
	Never	6.1 %	19.7 %	7.6 %	11.8 %
8. Do you ever read material or articles that are primarily oriented toward either of the other two administrators?	Frequently	71.9 %	38.4 %	47.7 %	51.2 %
	Sometimes	28.1 %	58.4 %	50.5 %	47.0 %
	Never	0.0 %	3.2 %	1.8 %	1.8 %
9. If your answer to Question 8 is Frequently or Sometimes, what are your principal purposes in doing this reading? ‡	Further over-all knowledge	82.7 %	71.5 %	82.4 %	78.3 %
	Be of greater value to the club	76.5 %	55.3 %	61.8 %	63.8 %
	Be prepared for greater responsibilities	32.7 %	19.5 %	20.6 %	23.8 %
	General interest	45.9 %	51.2 %	56.9 %	51.4 %
10. Do you think there is a growing trend toward closer relationships among the manager, the professional and the superintendent in working out problems and making future plans?	Yes	90.8 %	86.6 %	87.6 %	88.2 %
	No	9.2 %	13.4 %	12.4 %	11.8 %

*See individual responses †Includes daily ‡Percentages reflect multiple responses to the question