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Now Mr. X's contact with the golf course has been that solely of a golf player. I need not tell you gentlemen that there exists a vast difference between keeping on the green and keeping the green. But being a golfer, Mr. X has very definite opinions in regard to changes to be made on the course. The trap at No. 2 will have to go because it catches many a fair approach — his. New traps will have to go into service on No. 12 because some players (his opponents) take advantage of the open space to approach the green in an unorthodox angle (not mine). And so he goes around the course with a gleam in his eye.

Regardless of how well-intentioned the motives behind the orders, a good percentage of them will cause the greenkeeper's hair to stand on end and shorten his life considerably. Imagine Mr. X's outcry on Joe Greenkeeper's suddenly inheriting a controlling interest in the garbage can business, and then and there trying his wings as a business executive. Despite the disastrous effects upon the garbage cans I should love to see the day.

### **Resentful Attitude Arises**

Consider now the reaction of Joe Greenkeeper to the advent of Mr. X and his orders. Joe, chiefly concerned with battling nature and the budget, typically resents the introduction of a third factor, new management. Joe's training and experience have concerned themselves with how to overcome everything except changes in club executive personnel. He rather suspects that Mr. X will try to make a showing at his expense.

He tends to resent everything that Mr. X plans to do, long before Mr. X gets a chance to show his hand. Consequently a dangerous situation develops. Joe's resentment may show itself in only insignificant ways, but unless he possesses marvelous acting ability, that resentment will show on the outside just as sure as it exists. He may obey the new orders to the very letter, but unless he is wholeheartedly behind them, tension between him and Mr. X will develop. This basic antagonism tucked away back in the subconscious of the greenkeeper lies at the bottom of most golfer-greenkeeper friction. Regardless of how justified this basic attitude may be; regardless of how much the greenkeeper tries to cooperate, the mere presence of the attitude will tend to make any contacts between greenkeeper and golfer about as productive of good will as two strange tom cats meeting in a dark alley.

The obvious remedy to this unhappy situation — to make the greenkeeper free and independent of the golfer in matters of maintenance policy — simply cannot be anticipated generally in our day. Any remedial measures to stem this psycho-

logical conflict must be taken by the greenkeeper. I offer a few suggestions as to how you can accomplish this.

1. Assume that the golfer-official has something to offer. Let Joe Greenkeeper argue this way: Mr. X has made a success of the highly competitive garbage can business; therefore, he must have some faculty for organization and administration above that of the ordinary mortal. Mr. X has selected Joe Greenkeeper's course to play upon, therefore, he must possess some power of discernment concerning the broader points of course maintenance. Mr. X enjoys the confidence of his fellow members, since they have appointed him to a position of responsibility; therefore, he cannot be regarded as a complete moron. Taking him by and large, Mr. X probably has a lot that Joe Greenkeeper can learn from him; therefore, it would be well for Joe to pick up all he can from this man before the fates remove him from the scene.

2. Let the golfers know what the greenkeeper has to offer. Inarticulateness probably constitutes one of the ordinary greenkeeper's greatest handicaps. By nature Joe shuns the limelight and would just as soon do his job with no contact with the player. Unfortunately for Joe, the typical golfer, a fairly successful business man is of a considerably different type. Having gained his success by initiative and drive, he is quick to recognize and respect that quality in others. The chances of the typical businessman golfer being of this type are even greater if he happens to be a club official. As I have pointed out before, that which has made him a successful businessman, will also lead him to become a club official. Joe probably has some good ideas of his own, but he tends to wait until he is asked about them. To a businessman this equals in stupidity and unprofitableness the act of the better mousetrap builder awaiting the world to beat a path to his door. A platitude voiced loudly and frequently enough will gain the speaker far more status than the finest of unexpressed philosophies.

### **Greenkeeper Makes Publicity**

I advise you to go on record as much as possible. Write up your ideas and send them in to the Board of Directors. Publish bulletins on the current and future condition of the course and post them on the bulletin boards. Make sketches of improvements in the course layout, and be sure to autograph them. Take advantage of opportunities to address garden clubs and other community groups. Public appearance such as this give you poise (and the incidental publicity will do you no harm, particularly if press clippings manage to find their way to the bulletin board). If you inaugurate some time- or money-

saving improvement, document that saving by a facts-and-figures formal report. Again, need I remind you to leave no doubt as to its authorship. Outline a long-range program of upkeep and improvement to prove that you have more than a day-to-day attitude towards your job. Furthermore, the adoption or endorsement of such long-range program will exercise a highly stabilizing influence upon new club officials.

Prior to tournaments, don't wait for the tournament committee to come to you to tell you what it wants to have done. Go to the tournament committee with written recommendations and sketches showing the progressive changes in cups and tee markers. Show where you will have men placed to smooth out traps. Advance a definite program for handling galleries. Show how you will take care of any emergency from a broken main to a case of heat prostration. In other words, gentlemen, prove, on paper, that you have been doing a lot of extra-curricular thinking on behalf of the golf course. Believe me, even the most hardened garbage can manufacturer will be impressed by that.

3. Employ sound golf course tactics. This vague sounding heading can mean just as much to the greenkeeper as it does to the general or the football coach. An army may be headed by a brilliant strategist, a general with a fine overall campaign. His soldiers may be brave, rugged, and well-equipped. But history reveals scores of such armies which have been made foolish in disaster by a ragged bunch of tacticians fast on their feet and able to hide and shoot behind every log, rut, or cotton bale that came handy. Many a high-priced football coach with high-priced players with the

best of equipment has met calamity from a band of players who ran more trickily, tackled harder, blocked more knowingly, and took quicker advantage of the breaks. Every alert greenkeeper knows that many phases of golf course upkeep which will offend at least a minority of the players is not an unusual situation. Be smart and unobtrusive in doing these jobs so that your days may be long on the fairway.

#### Strategy in Avoiding Trouble

One golf course not a million miles from here is blessed, or plagued, by some marvelous oak trees. Years ago a terrific feud developed within the club in regard to the removal or retention of a certain group of these trees. Certainly the trees unfairly handicapped some shots, but what were a few golf shots compared with 800-year-old trees. The intramural battle grew so hectic that an author-member of this club sold a very good thinly disguised account as a short story to the Saturday Evening Post. Imagine the predicament of the greenkeeper when he received orders from the chairman of the Green committee to take the trees out immediately.

These trees happened to be in the full view of the nearby residences of some of the influential tree-loving group. But the greenkeeper's tactics were equal to the occasion. He picked a crew of grounds men and armed them with a formidable battery of axes, saws, shovels, crow bars, and ropes. He marched them over to the offending trees in broad daylight and after giving them very explicit instructions he retired hastily from the scene. The crew began to work like fury, clearing the ground, rigging ropes in the branches, and generally engaged themselves in loudly doing every-

*(Continued on page 77)*

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## WHERE GIRLS LEARN GOLF



Not among the great courses of the U.S. but a happy nursery for girl golfers is the course at Wells College, Aurora, N.Y. where Edw. Hayton is pro-greenkeeper. The course is short, 2287 yds., and gets a good amount of play. Public is permitted to use the course to a limited extent, on payment of small fee. Hayton does a good job of maintaining this course, practically single-handed.

# TWO DOZEN



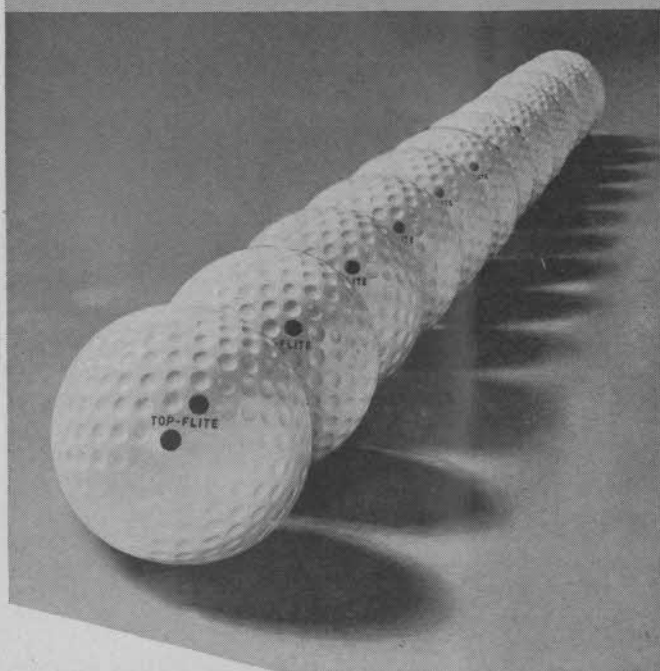
## why "Spaldings sell best"

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Charming views make the Sullivan County G&CC course a pleasant one to play, regardless of what your scorecard says. This view looks down on the No. 2 hole, across a pond guarding the second tee and to the eighth and ninth fairways.

## Hotels Help Finance "Private" Club

By GEORGE A. YAEGER

High in the upper levels of the Catskill Mountains, a three-hour drive by automobile from New York City and half that distance inland from the Hudson River, the Sullivan County Golf and Country Club and its testing course, developed from land which once was a fertile farm, has been looked upon with envious eyes by the owners of scores of hotels in Sullivan County. And bear in mind, please, that Sullivan County, N. Y., boasts more resort hotels and boarding houses than there are in any other county in all of the United States!

These recreation spots annually lure thousands and thousands of New York, New Jersey and Connecticut vacationists to the refreshing mountains during the heat of Summer and the glories of Fall, and a small army of these pleasure-seekers is made up of golfers.

When the golf club at Liberty was launched 20 ago, there was not a single golf layout worthy of the name anywhere else in the county. And although the club is private, its governors neither desired to bar vacationists from playing over the links nor did they want their course so over-run with non-members as to have it result in robbing the members of the benefits of their fulfilled dream. So they devised a system which made it possible for their

itinerant friends to play, while at the same time not jostling the members off the course — and also to keep the cash registers ringing.

### Resort Owners Pay Fees

Resort owners were invited to become affiliated with the club, the catch being a substantial fee with no privileges except that of sending hotel guests to play at the club. Over the years the system has been slightly altered but in substance it remains the same. It works like this:

The resort owner who affiliates with the club gains the right to advertise golf — free, with a fee or as he sees fit. To each resort owner, the club supplies books of guest cards, in attractive form and made up as a check book is made up, stubs and all. On each guest card in the book is imprinted the club's name, of course, the name of each hotel individually, a line for filling in the hotel guests's name and a line for the signature of the hotel's representative who issues the guest card.

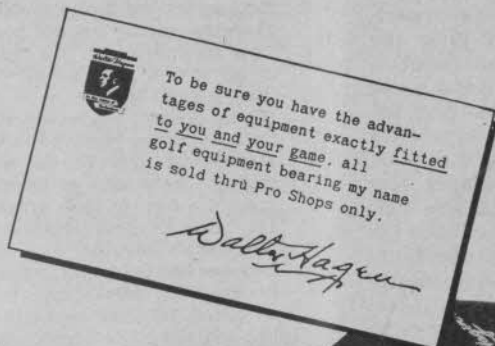
Guest cards are numbered, and there are 50 in each book. At the start of each season there is issued to each hotel as many cards, approximately, as the hotel sent guest players during the preceding season. If a new hotel enters the charmed

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*Walter Hagen*



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circle, an estimate is made of the probable number of guests it will send during the impending season. The hotel contracts for as many cards as it anticipates guest players and for these it pays for each at the rate of the normal week-day greens fee, which is \$2. There is a stipulation that when and if all of these first cards have been used up, the hotel owner may purchase additional cards at the cut rate of \$1 each.

All that the hotel guest then need do is to obtain a guest card at the resort place where he is stopping, present it at the club, sign the register (he pays no money to the club), and he is ready to tee off.

#### Non-affiliates Can't Crowd

The system does not bar players from other hotels who do not become affiliated with the club. They may also seek golfing privileges, sign the register and play. But, individually, these must shell out the greens fee and pay it at the club house. And the hotels from which these players come cannot, of course, truthfully advertise that golf is available. For if the course happened to be crowded, these applicants for golfing privileges could be turned away. The club cannot bar players from the hotels whose owners have contracted to buy guest cards.

How has the plan set up for the affiliated hotels operated? The answer is that it has been highly satisfactory both for the hotels and for the club. Since the golf club at Liberty was organized and first put the plan into operation, only two hotels in the immediate area — and these the largest and most financially successful — have built their own courses, and some players from these now and then play the course at Liberty. Among hotel owners who have taken advantage of the plan, nearly all have come back year after year for the same arrangement, and a few new ones have been added. Fortunately for the regular club members, many of the hotel guest players complete their rounds mornings, even on Saturdays and Sundays. Then they depart for lunch. That clears the course for the members who with rare exceptions are year-around residents and who have time as a rule only to play afternoons and evenings, anyhow.

In the years since the golf club at Liberty has maintained this system, there have been but few instances in which a member player has been delayed seriously in his appointed rounds by a crowd of hotel players. But even if now and then he does have to

cool his heels while impatiently swinging a No. 7 iron for that shot which he knows will be dead on the green as soon as that gang in front has holed out, he finds solace in the thought that his club isn't in the red and he is still playing one of the most scenic courses in the East, perhaps in part because of that bunch ahead which is holding him up!

## Why You Should Patronize Your Professional

By Hal Boles, Richmond (Calif.) G.C.

I overheard an argument in the locker room the other afternoon, after the usual hacking round of golf which was enjoyed by all. I listened carefully because one boy really knew his stuff.

The topic was "Where to Buy Your Golf Equipment and Why." This one fellow sat quietly listening and taking in all the arguments for buying the clubs here and the bag there, and getting the stuff wholesale. When there was a lull, so he could take the floor, he did and in a big way, and this is what he brought forth. "Boys," he said, "You're O.K. as far as you go, but you haven't touched the real heart of the matter. Here are my reasons for sticking with my professional, patronizing him, and knowing him personally, as well as in a business way—

"The reasons are:

1. His knowledge of your game.
2. His personal interest in you as a member, and as a friend.
3. He carries the leading standard merchandise at the lowest possible price.
4. This means when you make a trade-in on a new set, he gives you more than a fair break.
5. If he doesn't have what you want he'll get it for you at no extra charge.
6. He wants you to be satisfied and happy, because a happy member means a happy club atmosphere.
7. He has a limited clientele so can give you better service.
8. Besides the poor guy needs the money, because he works like hell, and has to listen to your beefs in addition.

"In conclusion, the least you can do is stick with him, because he sure roots for you and sticks with you."

There was a head or two nodding in the affirmative, and general agreement that the last boy really had something. Just before I left I heard one of the group shouting, "Hey! Markovich! Say, has anyone seen Pat? I want him to fix this grip for me."

And believe me Pat is the guy that can do it. I'm sticking with him.



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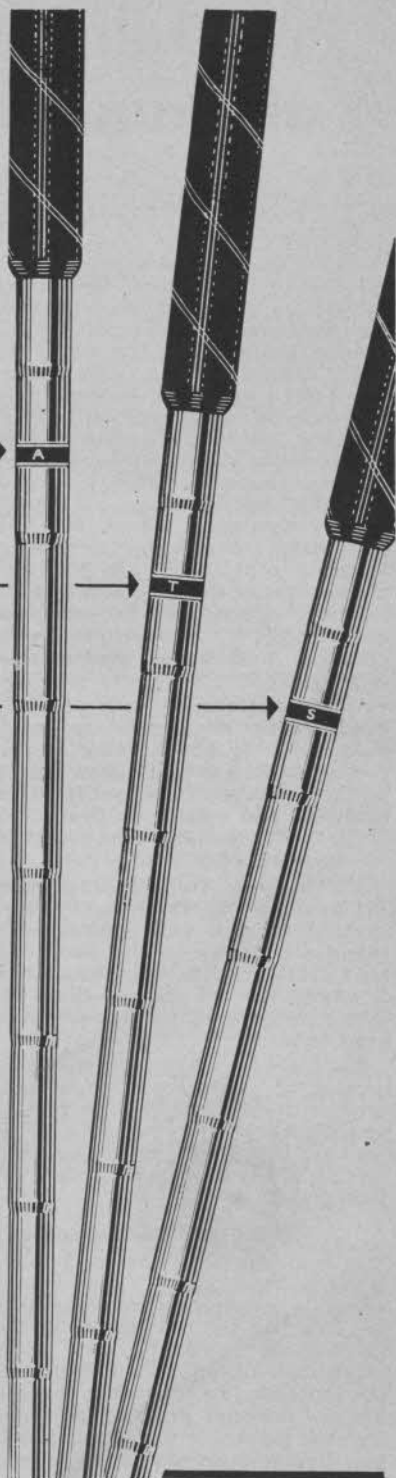
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GOLF SHAFTS OF CHAMPIONS

# Pro Golf Must Face Problem of Unqualified Job-Hunters

By JOHN BUDD

Professional, En-Joie Golf Club, Endicott, N. Y.

One of the great dangers in pro golf is the ease of turning pro. Qualified professionals are constantly facing disturbance and embarrassment as the result of the lack of generally recognized professional golfer standards, the casual manner in which pros are hired at some clubs, and the lack of qualifications for correctly handling jobs that are given to applicants whose major identification as a pro is the fact that they want money for playing golf and officially they can't take money and remain amateurs. There is absence of supervision over the newcomer who switches to pro ranks and before the new arrival learns that it's a rather exacting business he's entered he may injure his own chances for advancement and certainly do no good to the general reputation of pro golf.

When a personable young fellow with a good-looking follow-through, a pretty fair scoring ability and a liking to play golf, decides to turn pro he'll soon learn that he needs more than these qualifications. His members and employing board will learn of his lack of qualifications sooner than the young man appreciates.

Furthermore, many of these youngsters get on small jobs where some fairly expert nursing of golf interest, potential golf talent and general golf promotion is needed. The club can't afford the man who really is needed for the job but takes the newcomer thinking that he's a pro because he says he is.

But there are many such cases constantly coming up and there'll be an increase of them with the game growing rapidly in the smaller towns. The experienced pro golfers have to consider this situation for protection of the game and of their own professional status.

## What Are His Chances?

It is a sure thing that professional golf is not a closed shop. Young men without adequate preparation are going to continue to come into the pro ranks. The qualified professional should be glad to see that youngsters of proper qualifications enter the profession to contribute to its advance but the qualified pro also has to see that the true picture of pro golf is presented to the candidate for admission to pro ranks.

Seldom does the aspirant recognize what his needs and his chances are in a pro job. He's heard that a pro makes "good money." Usually there is great inflation to the stories of what the pro is supposed to earn. The aspiring young man fails to weigh the facts before him as he feels disposed to jump into pro golf. He should study all phases of the step he plans to take.

If he is a decent player he must give up his amateur status the minute he becomes a so-called pro. From that time until he is able to travel the long road back with the USGA he is a professional in standing. Though he may play in only three events a year or serve a club for only a short month of any season, he is a professional during all that time. He cannot turn his pro standing on and off. The USGA does not allow tampering with the amateur standing and pros of good reputation should help to guard the true amateur status. We know the price of lax standards in pro golf as well as in the amateur ranks.

Let's look at the way Sammy Byrd studied all angles of pro golf before he made his move into our business. Sam was a fine amateur golfer and a success in another field of sport, baseball. He also had a financial backlog that would help support him in lean times. Weighing all the angles, he talked to some of the best pros in the game before turning in his amateur card and donning the pro tag. Taking an assistant job under Ed Dudley at Philadelphia CC rather than accepting any number of jobs on his own, he recognized the value of good coaching and training and chose this path to success in the golf business. Further training with George Sayer at Merion and Sam was ready for his own spot at Plum Hollow, Detroit. Sam made the grade and is a credit to our profession in every way.

Not many of these fellows who have been bitten by the pro bug have sound jobs nor do they study the consequence of giving up what they do have for a shaky chance in an unknown business. Most of them sail serenely into pro standing without proper advice and with no real picture of what pro golf has to offer in pitfalls or in solid success. Many do not know that after five years as a professional one may not even