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Denny: That costs many of them a stroke before they ever swing a club. Along with this and other errors of strategy that people who play in the 80s and 90s make, a good six strokes a round are lost.

Should Play Bogie Golf

Bob: To use one of your favorite remarks, They shoot bogie golf but they

don't play it.'

Denny: You're stealing my lines, Bob, but it's all right. Maybe I should explain that. To play bogie golf, you're not afraid to baby up when the occasion calls for it. On the tough holes, the average player really doesn't go for the green if he's 160 or 180 yards out. He's going for the traps, but he isn't smart enough to admit it. If he'd go down a club or two and play up to the opening, he'd probably save himself at least one stroke. From safe ground he can play to run the short approach up close and then go for one putt. His chances of ending up with a par are much better if he plays it this way than if he goes for the green with that long approach shot.

Bob: Our own 18th hole proves what you say. That narrow opening is hard to hit unless you're in precisely the right position to go for it. You only have to stand over there for a short time and you can see how much trouble people get into

— needlessly.

Denny: Well, at least most of the women are smart enough to steer around those traps.

Try to Copy the Stars

Bob: Yes, you're right. I think the trouble with most men is that they see the tournament players hit the greens from a couple hundred yards out and they think they can do it. If a fellow would only stop to think of it, he only has to go for bogies on maybe six or seven of 18 holes on the average course. And, as you say, the fact that a golfer goes tor a bogie doesn't mean that he can't get a par with a little luck.

Denny: It's hard to sell people on that

idea.

Bob: When it comes to teaching people how to swing, Denny, what do you feel

is the biggest problem?

Denny: You run into a lot of grip faults. The grip is the first thing I check. After that, I concentrate on trying to get my students to improve their balance. Poor balance ruins more would-be golfers than anything else.



Tommy McDonnell, hotel executive, Howard Capps, golf dir., and Ken Bricknell, supt., planted a "good luck" cylinder when the Stardust GC in Las Vegas was officially opened about a month ago. In it are a shoe worn by Al Basselink when he won the first Tournament of Champions; one of Bob Hope's golf caps; a Sam Snead hat band; a ball used by Jimmy Demaret when he scored an ace in the Champions event, and other mementos.

Bob: Why do you say that?

Denny: Simply if a person doesn't have proper balance he doesn't come into a shot correctly. Instead of coming into the ball, he's falling away from it.

Bob: What suggestions do you have

for correcting poor balance?

Poor Body Turn

Denny: You have to make the student visualize what he is doing that causes poor balance. In most cases he sways his body rather than turns it. By moving his hips to the right before starting to turn he throws too much weight on his right leg and becomes locked. This displaces the axis of his swing too far to the right, throwing him off balance, and from then on he never is in position to deliver good right side power to the hit. When he comes into the hitting area he's actually falling away from the ball rather than putting his weight into it.

Bob: What do you show him to get

away from swaying?

Denny: I drill him to immediately start turning those hips without first giving them that little lateral movement that so many golfers do. I constantly tell him that power is generated with a tight turning of the body.

(Continued on page 74)



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Westbrook Passes the



Most of Westbrook's activity revolves around the huge kitchen in which as many as 1,000 meals have been prepared in a single day.

The \$700,000 clubhouse, located in Mansfield, O., is a fine example of how things operate smoothly when the kitchen is located in the right place

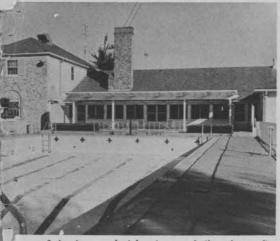
Like so many clubs in the northern part of Ohio, Westbrook in Mansfield has had a clubhouse burned out from under it. In the case of this 50-year old combination city and country club, the catastrophe occurred more than 20 years ago and the new replacement was constructed in 1942.

In the estimation of Edwin Fladoos, Westbrook's manager since 1954, there couldn't have been any more foresight shown in the planning of any structure than went into the design of the 20-year old clubhouse. "This building," says Fladoos, "has passed the test of time. Ordinarily, when you have worked a while in what some people would consider to be an older type of building, you find a few flaws in the way it was planned. But the longer I am around here, the more admiration I have for the people who con-



Coffee shop (above) and main dining room (right) are the most popular eating spots at the Mansfield, O. club, although there are several other lounges and small dining rooms scattered through the clubhouse. It takes from 20 to 24 waitresses to handle the catering on a typically busy day.

Time Test



Swimming pool (above) was built about five years ago. At right is a view of one corner of the large lounge. Westbrook's clubhouse is redecorated and refurnished about every five years.





Ed Fladoos, manager, has been at Westbrook for seven years.



ceived and constructed our building."

The whole secret to the excellent design of what at today's costs would amount to a \$700,000 structure is, as Fladoos sees it, the location of the kitchen. You might say it is in a perfect strategic location, readily accessible to five dining rooms, three bars and poolside. It is in the center and front side (facing the course) of the long, rectangular building that, with its two additions, has an overall length of 250 feet. Three doors leading from the kitchen are connected to either the main dining room, a coffee shop or a corridor, with a distribution kitchen, that gives easy access to other rooms in which food is served as well as the pool area. A subsurface or basement room, directly below the kitchen, houses walk-in and smaller refrigerators and other food storage facilities.

It's Go! Go! Go!

Food service has to be quick and efficient at Westbrook because basically it is a family club with activity during the summertime peak going on in several directions at the same time. It isn't uncommon for the club's catering staff to serve upwards of 350 people in a matter of say two hours. The number of people required to do this includes 12 persons working in the kitchen, from 20 to 24 waitresses and eight bartenders. Counting office personnel, maintenance and cleanup help along with the food service dept. Fladoos has a total of 56 persons working under his direction.

The coffee shop, with accommodations for about 100 persons, is the most popular eating spot at Westbrook. It isn't uncommon for the club, even during the winter months, to feed as many as 300 or 400 persons at noontime here. A good deal of the off-season patronage comes from industrial firms whose executives and employees bring their clients to the club for lunch. About 15 or 20 companies avail themselves of this privilege. However, the club doesn't cater to outside parties or meetings since its 500 members almost constantly keep its various facilities occupied with their own luncheons, parties, dances and social events arising from the club's golf activity. One reason why the club is so popular is that Mansfield, with a population of about 75,000 doesn't offer as many entertainment attractions as larger cities. Members and their families find that they can find more diversions at the clubhouse or pool, or on the course than anywhere in the city.

One of the more popular diversions is

the cookout. It is held frequently during the summer months and once more the culinary dept. outshines itself by regularly feeding as many as 500 persons at one of these affairs. Large outside charcoal broilers are used in food preparation for the cookouts.

Basically, the clubhouse at Westbrook is a one-story structure. However, it has a second floor in its west wing and in the east side, the lockerrooms and the pro shop occupy what amounts to the basement or lower level. There is no great hall in the building but the main lounge, with an adjoining cocktail bar, located at the west end of the clubhouse, is ample for receptions, dances, etc. Ten suites for guests, the manager's apartment and a combination dining room and lounge are located on the second floor of the west wing.

Herbert Jones, a Mansfield architect, designed Westbrook's clubhouse and Gene Zieckler was the building contractor. About every five years the interior is completely renovated and furnishings and furniture are replaced, usually by the Marshall Field Co.

Center of Activity

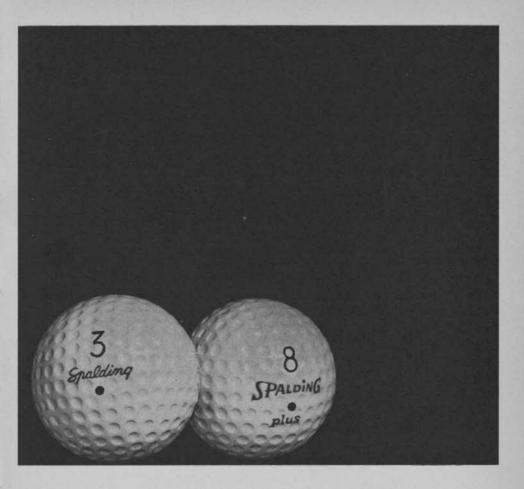
Getting back to the kitchen, which makes or breaks any clubhouse, and for that matter, any club manager, as Ed Fladoos wryly observes, it should never be forgotten that this is the hub around which all club activity revolves. If it is pushed down to one of the far ends of the building a service traffic problem immediately is created that becomes almost impossible to correct short of tearing down the clubhouse, and rebuilding.

"When the kitchen isn't conveniently located," Fladoos says, "an employment problem immediately arises, no matter how new and sparkling a building may be. Within a few months a club will have a complete turnover of waitresses. It will be repeated periodically, simply because it is impossible to hire and keep women who have to walk half a city block every time they deliver a tray or a dish.

The designer and builder certainly must have had this uppermost in their minds some 20 years ago when they conceived and built Westbrook's fine clubhouse.

Eastern Green Section Office

The USGA's Eastern green section office is now located at 818 Raritan ave... Highland Park, N. J. The phone number is CHarter 9-0225.



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February, 1962

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Blizzard Howls As Snug Texans Go To School

Texas professionals made it plain at the Texas PGA Education-Teaching program in the Statler-Hilton hotel in Dallas, Jan. 7-9, that they are determined to attain the same high standing as club prosthey long have enjoyed as playing pros. Nearly 200 pros and salesmen came to

Nearly 200 pros and salesmen came to Dallas for the merchandise display and classroom sessions. A paralyzing blizzard held down attendance the final day and also delayed departures.

The section's pres., Ross Collins, its vp Doug Higgins, and its education committee chmn., Bill Weber, stressed the organization's objective of providing professionals of whom clubs could be proud.

Learning What Customer Wants

"What the Customer Wants" is the most difficult and important question for the pro to answer, Herb Graffis, GOLF-DOM editor, told the Texas pros. Job performances that do not please the members or pay-play customers are the result of not knowing what the players want, Graffis remarked in summarizing years of study of the pro business. The pro should know every club is different, yet some-

times neglects to identify the differences and adjust his personal relations and business operations to several variations

The successful pro knows his market by experience, observation, instinct and deliberate, organized study in just about the same manner the successful playing pro learns a course in practice rounds, the GOLFDOM editor delcared. He added: "Club pros ought to study what's in their bag racks and what their members wear and play as thoroughly as Jerry Barber studied Olympia Fields before playing and winning the PGA championship."

Graffis said that pros who spend in advertising and sales promotion about the same percentage of the sales dollar as competing stores seldom complain about cut-price competition beating them out of much business. He referred to the merchandise exhibits at the meeting as a possible means of reducing costs of selling to pros. This is a matter of greater and more urgent importance than is generally realized.

Member education is a pressing need for the good of golf as a game and as a business, Graffis emphasized. The pro