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### SCHEDULE "SHELL'S WONDERFUL WORLD OF GOLF"

PLAYERS		LOCATION	BROADCAST DATE
Gene Littler	Eric Brown	Gleneagles (Scotland)	Jan. 20
Dow Finsterwald	Peter Alliss	Tryall (Jamaica, B.W.I.)	Jan. 27
Dave Ragan, Jr.	Celestino Tugot	Wack-Wack (Philippines)	Feb. 3
Art Wall, Jr.	Stan Leonard	Royal Quebec (Canada)	Feb. 10
Doug Sanders	Arne Werkell	Halmstad (Sweden)	Feb. 17
Jack Nicklaus	Sam Snead	Pebble Beach (California)	Feb. 24
Byron Nelson	Gerry de Wit	Hague (Holland)	Mar. 3
Phil Rodgers	Frank Phillips	Royal Singapore (Singapore)	Mar. 10
Bill Casper, Jr.	Harry Bradshaw	Portmarnock (Ireland)	Mar. 17
Bob Goalby	Bob Charles	Paraparaumu Beach (New Zealand)	Mar. 24
Bob Rosburg	Roberto De Vicenzo	Los Leones (Chile)	Mar. 31



## SHELL'S WONDERFUL WORLD OF GOLF

STARTS SUNDAY, JAN. 20, NBC-TV, 4 PM EST, 3 PM CST, 2 PM MST, 4 PM PST.

Also to be seen on CTV Network in Canada.

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*Consultant describes chaos that can result when authority is divided and nobody knows what the other member is doing*

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## Talent Available for Reorganization But Coordination May Be Lacking

By **LORNE A. CAMERON**

Each of the 621 new private country clubs opened for play in the last 10 years started with an important factor in its favor — the embryo membership knew it needed expert help to get its project successfully underway.

Not all succeeded in getting the help needed in anticipating and overcoming the problems involved in a new club venture. But they knew there would be problems and so they moved with caution, seeking out advice and help wherever available.

This is not true of the older club faced with the necessity of reorganizing, rebuilding or expanding because of overcrowded or obsolescent facilities.

Older clubs are psychologically reluctant to admit their need for competent professional help and to seek it out. The average membership usually includes some astute businessmen, attorneys, financial experts, contractors, etc. — all the talent obviously necessary to accomplish the re-

organization or reconstruction of a club. Why indeed, then, should they go outside for help?

The sad fact is, as someone once so succinctly put it: "The country club is everybody's business — and nobody's business!"

### **Can't Afford Time**

Rare is the private club member who can afford to contribute the time and real effort required to effectively apply his specialized knowledge and experience to do the job as it should be done. The member who does allow himself to be inveigled into, or himself proposes to take on the job as a regular business deal for a fee, soon discovers that he and the club have a poor deal on their hands.

It is unfortunate that too often a membership of successful businessmen will lay aside its collective good business judgment and common sense in tackling a club project on its own. Certainly, all the separate skills involved in planning, organizing and operating a private club are similar to those employed in business. There

## About the Writer

Lorne A. Cameron is a graduate of the School of Hotel and Restaurant Administration of Michigan State University and has returned to that school on many occasions in recent years as a guest lecturer. He has specialized in club management and development in the capacity of resident manager as well as consultant to some of the nation's leading country clubs. He is president of Golf Club Management Co., which he formed in association with other golf club development specialists. His headquarters are at 75 East Wacker Drive, Chicago, Ill.



is one important difference: These factors all come together and operate in a unique pattern foreign to the normal experience of a businessman.

### Insurance Fell Short

A few years ago we were called in by a substantial 400-member Midwestern club to rescue it from a situation into which it had worked itself in rebuilding its clubhouse. The old building had burned down and the directors immediately proceeded on their own to plan and contract for a new structure that eventually cost them \$550,000. This was to be built with the fire insurance money that they had not yet received.

Not having had periodic appraisals made on the old building during its existence, they had no real idea of its true worth. When the fire insurance settlement was made it amounted to only \$250,000 — far short of the club's optimistic guess.

Several committees were formed to work out ways and means of financing while the building committee proceeded with the new plans as agreed upon. The member-expert on food and beverages was a local hotel man and he was assigned to that department. By the time he was through they had four dining areas with total seating accommodations for 600 diners — for a membership of 400!

### Ah, Those Deals!

This same food and beverage expert made some wonderful "deals" for the club in obtaining equipment and furnish-

ings. For example: The club purchased table service for 500, including 500 silver 'supremes.' (a 'supreme' is the bowl-like piece that carries the liner containing the shrimp or fruit cocktail served at dinner.) The dishwashing section of the kitchen couldn't handle 500 supremes in less than an hour!

### Five Different Directions

Although the dining areas could accommodate 600 people at a single seating, the kitchen and other service facilities were set up to serve a maximum of 250 diners at any one time. However, because the expert's connection in the hotel supply business enabled him to get the larger quantities of equipment at only cost plus 5 per cent, he bought double.

There were five committees operating simultaneously and trying to keep the club operating while rebuilding was going on. All five ordered materials, equipment and supplies on their own, but no one person or committee seemed to know what the others were doing or buying. Everyone seemed to take it for granted that the insurance money would take care of everything.

### Looked Good on Paper

It was the hotel man who called me in, saying: "We're in real trouble and we need help. It's all my fault and I'll pay you to straighten us out!"

I spent my first three days on the site checking everything out. The project was too far along to change its physical make-  
(Continued on page 90)

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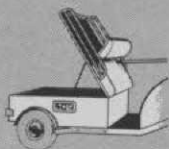
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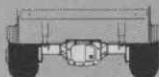
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## Advice from 6 Pros: Know Your Pupil ... Check Your Attitude ... Keep It Simple

By HERB GRAFFIS

The tough part of teaching golf is keeping it simple, agreed Olin Dutra, Dutch Harrison, Arnold Palmer, Lionel Hebert, Jay Hebert and Bob Goalby at the instruction clinic held in conjunction with the PGA's annual November meeting.

Lionel Hebert keyed the conference by noting that a golf lesson presents a situation in which the pro is put on trial. The pro's attitude is the most important thing about a lesson because it's universally recognized that a scared or diffident student doesn't learn much. The huskier of the Hebert brother is one of

the few playing stars who has developed into a fine teacher, a transition that Olin Dutra and Dutch Harrison made many years ago.

Lionel began the teaching session by stating that when a tourney pro is having trouble he goes to the practice tee and works on the simple things that a teaching pro tries to teach his pupils.

Knowing the pupil is important! Knowing the pupil's golf situation—time for practice and play, score, objective, etc.—sets the stage for the lesson. Then the lesson either is to be in working on the fundamentals of grip and swing if the pupil is average. If the pupil is advanced he (or she) usually needs a lesson involving correction rather than new details. This is a sound procedure, according

Shown above are Jay Hebert and Dutch Harrison in the large panels, and Olin Dutra, Bob Goalby, Lionel Hebert and Arnold Palmer in the inset photos.





"YOU DON'T HAVE TO BE A MILLIONAIRE TO PLAY LIKE ONE."

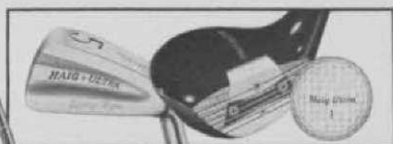
*Walter Hagen*

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to the experience related by all the instructors who spoke at Palm Beach.

### Right Grip - Right Start

The playing and teaching stars both stressed the grip. If a pupil is started with the wrong grip it stays wrong all the way unless a lot of time and patience are devoted to correction, said the PGA lecturers. The last three fingers of the left hand and middle two of the right hand are the fingers mainly used in holding the club, the experts noted.

Arnold Palmer said that during his nine years on the tournament tour he had learned to improve the accuracy of his drives by teeing the ball higher and catching it at the bottom of the swing. He emphasized keeping the left thumb and index finger close together, and the left thumb straight down the shaft, adding that the latter thumb position happens to be the best for him, although other positions may be better for other golfers.

### Doesn't Worry About It

"There are a lot of ways of playing good golf," Arnie observed. "What's best for the individual is something that the individual and his pro have to learn." He also remarked that keeping his head in good position is a most important point in his game. Palmer replied to a question about transferring weight by saying he doesn't know how much weight is on his left foot at the top of the backswing and he doesn't worry about it.

Jay Hebert said he believes that balance is nearly as important as the grip. He commented on the way Palmer stands over the ball and does not fall away, and how Snead, at impact, has both knees slightly bent and straightens up in near perfect balance as he hits the ball. He said that lessons show quick results if the pupil is taught to wait before throwing his hands. Waiting gives him the desired delayed hit.

Olin Dutra went into detail on the grip as a fundamental that the pro has to patiently work out for the pupil. Each apparently minor detail may mean the difference between success and failure in the pro's work. He stressed that firmness of the left thumb, which maintain the clubface in a square position, is a point that doesn't impress a pupil, but is one which the pro knows is highly important. The former National Open and PGA champion said he starts teaching beginning players with a 3- or 4- wood.

"Dutch" Harrison told about starting as a kid lefthander but changing to right-



Tucson's nationally known golfing physician, Dr. Ed Updegraff (r), recently was made an honorary member of the Tucson National GC by William Nanini, developer of the club. Tucson National will be officially opened this month.

hand play because there was only one set of lefthanded clubs in Arkansas that he could borrow. Harrison said that this development as a sound golfer began when he went to work for Horton Smith at the Oak Park (Ill.) CC. Horton showed him how to set his left hand stronger so he wouldn't hook himself out of the money.

Harrison said shanking is mainly caused by tension. The club should be held with the hands rather relaxed, Dutch advised. He also stated that he gets good results when he can teach his members to swing down with the butt of the club pointed down toward the ball. He said the problem of teaching the grip is to get the pupil holding the club so he is not fighting it.

### Start with Irons

Most members want lessons with the driver, Harrison remarked, but they only learn how to use the driver correctly by hitting 150 balls with a 6-, 7- or 8-iron. Dutch said that as a beginner he played 18 months with an iron before he ever got a chance to hit a ball with a driver.

Harrison also recalled that when he worked as an assistant to Smith he never played at the club for any more than a ball Nassau. When he was playing elsewhere and a wager was suggested he soon learned that it was very profitable for him to play a guy who finished a swing hip-high. But the fellow with a high finish was a dangerous party who Mr. Harrison was happy to pass up.

(Continued on page 88)



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