

stacles, or the competence to wrap up a project successfully.

The functions of a club manager are greatly involved with fundamental understanding of people. It is here that administrative intelligence meets its greatest challenge and earns its greatest satisfactions.

Know needs

Employees are no longer merely looking for the highest wages and the best benefit programs. What people are looking for is personal recognition, respect for their thinking, and contributions in improving an overall operation. Management must take time to listen to the combined best thinking of those who will be affected by, or those responsible for carrying out, a particular operation.

As a club manager, you need insight — which is a sort of three-dimensional or stereoscopic way of looking at people and situations. With your eyesight you will see things wrong in an employee's work; with your insight you will see the cause. This is "empathy," or imaginative projection of your consciousness into another being.

Keep in mind that all people have latent abilities. Periodically, give a worker a job slightly over his head, one at which you know he can succeed if he tries. Be the sort of club manager who wants every worker to make good, who helps him make good, and who rejoices when he succeeds. This is far from toadying to the all-too-common spirit of making things easy. The happy worker must be a productive worker. Employees should not be encouraged to become so contented that they permit their gracious living to interfere with work.

It is important for a club manager to have faith in the capacity, dignity and infinite worth of each individual in his organization. Without it, no organization can be effective.

Delegate authority

Wear your title lightly, but make sure your workers know that you will discharge your responsibilities. While a club manager should associate with his workers and show himself an example of courtesy and friendliness, he should nevertheless maintain the dignity of his position.

PROFILE OF A CLUB MANAGER ON HIS WAY UP

- > He is eager to learn. He wants to know the what, who, when, and how of every facet of the organization's operations. He has an inquiring mind.
- > He wants to help others. He realizes that the job is big enough for more than himself.
- > He is ambitious. He has a compulsion for achievement and wants things to be better than they have been or now are.
- > He admits his mistakes — and then does something about them.
- > When he doesn't know, he admits it — then determines to learn.
- > He doesn't "pass the buck" — he grabs it.
- > He passes along good suggestions and ideas.
- > He isn't so concerned about who gets the credit.
- > He can shift gears — he's flexible.
- > He reads — is always searching for better ideas both in and out of his field of technical responsibility.
- > He innovates (is creative) and tries different ways, techniques, procedures. He's always trying to find a better way.
- > He's not a clock watcher.

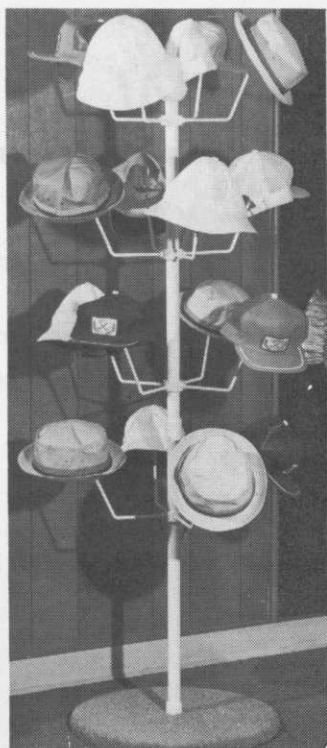
PROFILE OF A CLUB MANAGER ON HIS WAY DOWN

- > He is not organized (always putting out fires).
- > He tries to maintain status quo (don't rock the boat).
- > He is defensive (takes things personally).
- > He has unresolved personal problems (tries to get away from himself).
- > He wants to avoid comparison (is losing confidence).
- > He is unimaginative (thinks small, won't stretch his mind).
- > He is a procrastinator (things will work themselves out).
- > He's a buck-passer (it's the fault of employees, the system).
- > He is not flexible (takes an immovable position).
- > He does it all by himself (no one else can do it).
- > He frequently loses his temper (lacks emotional control).
- > He feels his "status" will carry him (prestige, title, memberships).
- > He thinks he's reached the point where he can retire on the job (he's lazy, he's "got it made").
- > He has lost interest in people (people have changed).
- > He has lost sight of his goals (he's forgotten where he's going).

He will allow others to share the limelight and will delegate responsibility. Along with responsibility, he will delegate the authority to carry it out.

Delegation comes easiest to the man who has a strong sense of the end result and strives to attain it through

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others. This requires good two-way communication. The effective manager is one with whom employees feel free to discuss important things about their jobs. It confirms their belief that their jobs are an important part of the organization.

Firm, but flexible

The maintenance of discipline in business is a clear-cut, indisputable obligation of management. There must be rules, but they don't need to entail regimentation, which destroys personality, standardizes thought and action, and stultifies the spirit.

Be resolute in enforcing the principles in which you believe, but yield in matters of custom which make no difference to the success of your oper-

"The effective manager is one with whom employees feel free to discuss important things about their jobs."

ation. Make clear that your supervision is designed not only to uncover bad work but also to bring good work to light. This is management by inspiration, not by repression; management by analysis, not by paralysis.

Keep growing

Club management is not something you learn once and then possess forever. The explosion of knowledge in the past few years demands that managers keep learning and re-learning. Even abstract knowledge on all kinds of subjects is helpful. It may be foreign to your line of work, but it provides background and room for growth. A well-stored mind makes you capable of thinking on your own. It gives you size. No person will have the cyclopedic knowledge for handling all club management functions unaided. However, a club manager should know where to find the answers. □



AT POMPANO BEACH

Heavy play dictates regular preventive maintenance

Dick Slivinski can't allow his turf to get in poor condition.

"With the amount of traffic we get here each day, our turf could be beaten down overnight if it was allowed to get in bad shape," he says.

Slivinski is director of golf course operations for the city of Pompano Beach, Fla. With the help of two foremen, an assistant superintendent, and 21 hired men, he manages two 18-hole courses.

The municipal courses are open to the public, but do accept memberships. Currently there are 1,950 members, 80 percent of whom are retired people who play frequently.

There is heavy play every day of the year on the Pompano Beach

courses. Slivinski estimates the average at 450 to 500 people daily, with the amount of play increasing to the maximum capacity of 650 to 700 during the winter months.

Two-week schedule

That is why Slivinski fights turf insects and disease problems before they happen. He sets up a fertilizer and spray routine and seldom varies from the schedule.

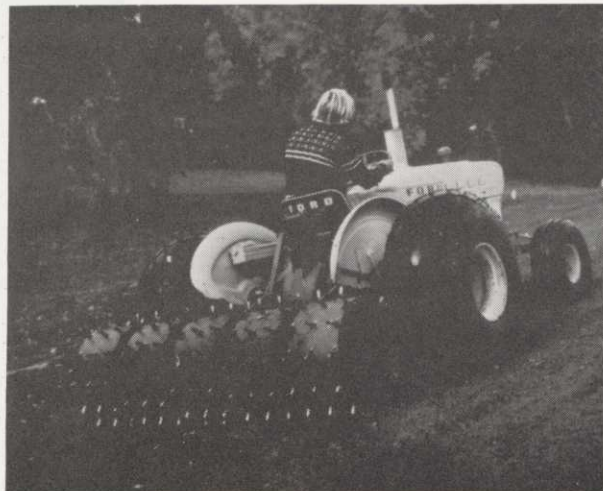
Slivinski sprays his Bermuda greens every two weeks without fail. He sets aside Mondays and Tuesdays for the fungicide and insecticide applications, rotating on a regular basis so that he hits every green on the two courses at a 2-week interval.

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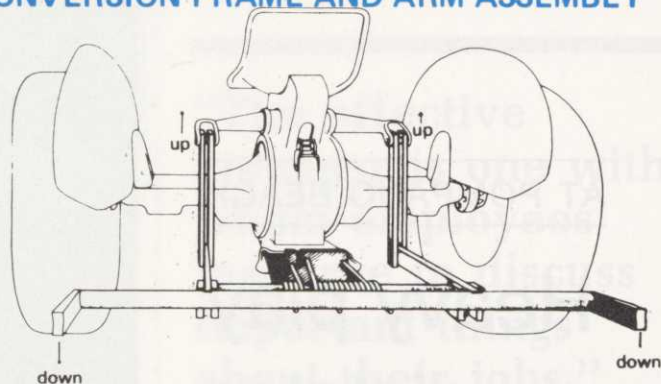
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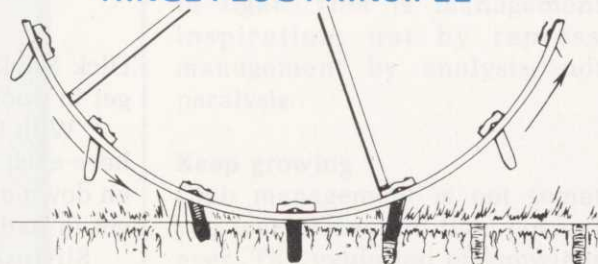
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Helminthosporium and dollar spot are Slivinski's major disease threats. He uses Acti-dione Thiram as the effective mainstay in his fungicide program.

He also combines the fungicide with his insecticide in a tank mix for time and labor efficiency. Proxol 80 SP is the insecticide used. It controls grubs in the summer when they are a problem and keeps sod webworms in check year-round, says Slivinski.

"By spraying every two weeks, I don't give webworms a chance to get

established," he adds.

For a brief period, Slivinski tried limiting his spray intervals to once every 3 weeks. "But the grass just outgrew the control," he says.

Frequent fertilization

As is the case with many Florida courses, soil at the Pompano Beach courses has a high percentage of sand — limiting the amount of fertilizer that can be retained.

"This soil is about 95 percent white sugar sand," says Slivinski, "that has little holding capacity. The drainage is too good." So he has to follow a regularly-scheduled fertilizer regimen, too.

Once monthly Slivinski's crew puts down a total of 1½ pounds of nitrogen fertilizer per 1,000 square feet of fairway. During the winter months from November through April, he applies 30-0-0 with trace elements in the form of a liquid. Included in the winter spray is the Actidione and Proxol tank mix. In the summer, he'll combine chelated iron with the fungicide-insecticide sprays.

Sprayer management important

Slivinski does the entire job with one 110-gallon spray rig that he keeps in top condition.

"We change the nozzles and line strainers every three months," he says. "If we neglect sprayer maintenance, pretty soon we're getting inexact chemical coverage and having problems."

During the summer months, Slivinski initiates his major fairway weed control effort. He sprays MSMA and 2,4D for crowfoot and broadleaf control; and in November, Kerb for poa annua. He also uses a nematode injection once a year.

With insects, diseases, weeds, and nematodes under control, Slivinski has improved the root quality of his turf considerably. When he took the job as superintendent in 1973, the root system was only about 1½ inches deep. Now the root system has lengthened to 4 to 5 inches, increasing the moisture retention qualities of his turf.

"I used to have to water ½ inch every night," says the superintendent, "but now I've been able to cut



Dick Slivinski (left), director of golf operations for the city of Pompano Beach, works closely with TUCO representative Bill Maxwell on methods of turf disease and insect control.

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"Slivinski fights turf insects and disease problems before they happen. He sets up a fertilizer and spray routine and seldom varies from the schedule."

back to an every-other-night irrigation.

"I've been able to channel the money I used to spend on irrigating every night back into an expanded watering program where I can hit the roughs once in a while."

Equipment saves labor

Before moving to Florida, Slivinski was a superintendent for a course in Buffalo, New York. A certified golf course superintendent with more than 12 years of experience, he uses labor-saving equipment that is adaptable to his hybrid Bermuda management program. His crew covers three times the ground by using a 21-foot spiker instead of a 6-foot spiker, and they

spread fertilizer with a 5-ton spreader rather than a 1,000-pounder formerly used.

By saving labor and time, Slivinski is able to keep his costs down. So far, the city has held the line on membership dues, now set at \$135 per year. These relatively low dues have contributed to the increased membership at Pompano. City fathers also believe that it is a significant factor in bringing in new residents.

Slivinski will soon be looking for additional labor-saving management ideas to employ at Pompano. The city is contemplating annexing a suburb, and he anticipates that increased golfer traffic will put additional stress on his well-used turf. □

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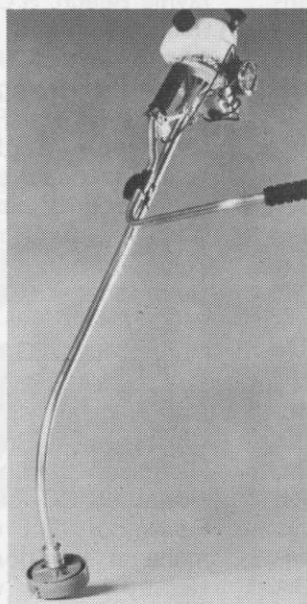
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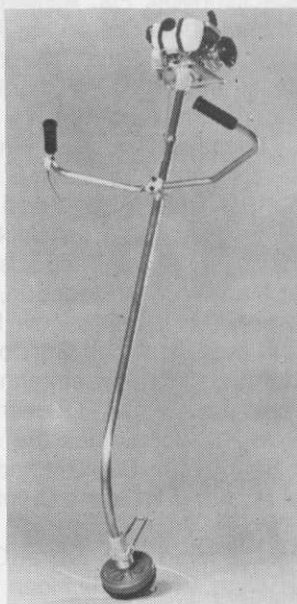
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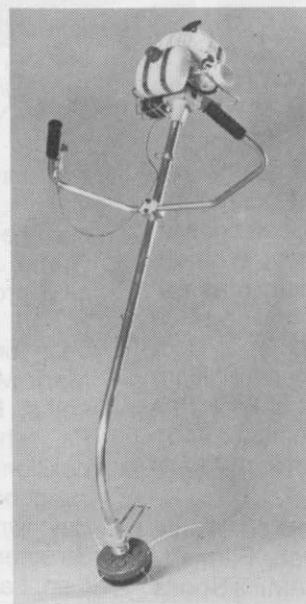
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People on the move

MacGregor has appointed **Robert Baum** its director of promotions. Baum's responsibilities will include planning publicity events, sales promotions and communication activities concerning MacGregor's star player and home pro athletic staff.

Baum had worked in other facets with both MacGregor International and the parent Brunswick Corporation, headquartered in Skokie, Ill.

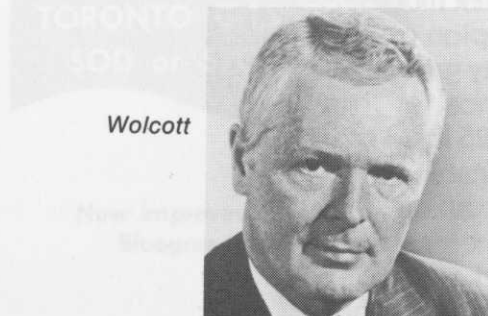


Baum

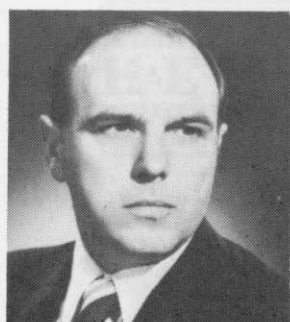
John W. Wolcott, 52, was recently appointed to the newly created post of executive vice president for operations of AMF leisure products division. Wolcott, who is also on the AMF board of directors, has been with the corporation since January 1970.

In a related announcement, **William Sovey**, 42, former president of AMF Ben Hogan Company, was appointed group executive of AMF industrial products group.

Replacing Sovey at the Fort Worth, Tex., firm is **Henry J. Bowen**. Formerly assistant group executive of AMF's Sports Products Group, the 40-year-old is a graduate of Rutgers University. Bowen has been with AMF since 1970.



Wolcott



Bowen

Michael Wilson handles the club manager duties at Asheboro (N.C.) CC ... **Hamlet Golf & Tennis Club**, Delrey Beach, Fla., recently named **Sammy Hendrix** as its new superintendent ... **Jay Morelli** has become club professional at Walhalla CC, Rexford, N.Y. ... **Island GC**, St. Simons Island, S.C., has given the superintendent's position to **Steve Collins** ... **Dennis Hogan** is the club manager at Bayou CC, Thibodaux, Fla. ... **Laconia (N.H.) CC** has appointed **Rick Wolcott** its new club professional ... **East Lake CC**, Atlanta, has dubbed **Gary Nagel** its new superintendent ... **Quaker Hills CC**, Pawling, N.Y., recently hired **Paul Falls** as its club professional ... **Jack Russell** is club manager at San Jose CC, Jacksonville, Fla. ... superintendent duties at Sugar Creek GC, Panthersville, Ga., are **Gary Ready's** ... club professional at the IBM CC, Poughkeepsie, N.Y., is **Glenn Hausjaa** ... **Dave Sadler** has just taken over superintendent work at the municipal course in Ft. Collins, Colo., while **Bill Jobe** has assumed a similar spot at Bookcliff CC in Grand Junction ... **Dick Diego** is now club pro at Marvin's CC, Macedon, N.Y. ... **St. Joseph (Mo.) CC** is now home base for club manager **Jack Gordon** ... **Mark Monahan** is the new superintendent at Bucks County CC, Quakertown, Pa., while **Joe Matonak** has the same position at Sandy Run CC, Orelan, Pa. ... general manager at Goose Creek CC, Baytown, Tex., is **Jack Selph** ... **Russ Streeter** has become club pro at Canadian Lakes Club in the Michigan PGA section ... **Lakewood CC**, Dallas, has recently hired **Sally Burns** as its new club manager ... **Dennis Barko** is club professional at CC of Detroit ... **McAllen (Tex.) CC** has named **Gary Haley** its club manager ... **Howie Tucker** is club pro at Las Cruces (N.M.) CC ... **Raphael A. Rossetti** is new club manager at the CC of Harrisburg (Pa.) ... **Roland Rudosky** has taken over the club professional duties at Angel Fire, a resort operation in New Mexico. ... **Philip Kaklugin** has been named manager at Cresmont CC, West Orange, N.J. ... **Burl Floyd** has taken over as superintendent at Hyland Hills CC, Southern Pines, N.C. ... **Joe DiBuono** has taken over for his retiring brother, **Sal**, as head professional at Bonnie Briar CC, Larchmont, N.Y. **Sal DiBuono** ends a 50-year career as a PGA member ... **Peter Messenger** is now general manager at the new California Club, North Miami Beach, Fla. ... **Bob Gamble** has assumed the superintendent's role at Mid Pines Club, Southern Pines, N.C. ... **Ron Bartos**,

MacGregor Golf's director of sales, recently announced several territorial assignments in its golf sales force. Changes include: **Randy Olmstead** — Michigan; **Mike Callas** — counties north of Los Angeles; **Tom Gee** — southern Texas; **Dennis Metzler** — eastern Pennsylvania; and **George Gatsey** — southern New Jersey. **Bartos** also noted that two salesmen would handle both dealer and pro shop accounts. There are: **Greg Strand** — Washington and Oregon; and **Sid Nelson** — Hawaii ... **Hans Hamlet** is club manager at Suburban GC, Union, N.J. ... **Jack Kiefer** has taken the club pro spot at Canoe Brook CC, Summit, N.J. ... **Richard Hutto** handles the superintendent's job at the Surf Club, Myrtle Beach, S.C. ... **John Schob** has been promoted to the head professional's post at Huntington (N.Y.) Crescent Club, taking over for the retiring **Lenney Peters**. **Peters** ends a 35-year career at Huntington ... **Charles Henry** is club manager at Harlingen (Tex.) CC. ... **Ed Gertz** has been named superintendent at Diamond Shamrock GC, Painesville, Ohio ... **Herold Roach** is club manager at Mission Hills CC, Prairie Village, Kan. ... **Al Jones** has left the Metropolitan PGA section for a job at Rolling Hills CC, Wilton, Conn. ... General manager at Spring Creek G&CC, Ripon, Cal., is **Robert Simmons** ... **Ed Nicholson** has been named club professional at CC of Darien (Conn.) ... **Flossmoor (Ill.) CC** has a new club manager in **Thomas McDonough** ... **Harvey Lannak** will take over the pro shop duties at Island Hills CC, Sayville, N.Y. ... General manager at Vestavia CC, Vestavia Hills, Ala., is **Arthur Lucier** ... **Emerson (N.J.) CC** has **Roger Jones** as its new club professional ... **Ted Drongowski** is club manager at Pine Tree GC, Boynton Beach, Fla. ... **Hollywood GC**, Deal, N.J., now has **Larry Mullen** as its head club pro ... **Newton (Kan.) CC** has named **Albert Winters** its club manager ... **Flanders GC**, Alpine, N.J., has hired **Bobby Pomeroy** as its latest golf professional ... **Lakeside CC**, Atlanta, has a new club manager in **Albert Watkins** ... **Ken Devine** has been named general manager for Royal Golf Equipment, Naugatuck, Conn. **Devine** will be responsible for all production and marketing of the Royal line. **Devine's** last position was with PGA/Victor ... **Charles Conrad** is new golf pro at Shaker Ridge CC, Albany, N.Y. ... **Steve Kornis** has become club manager at Tuckaway CC, Franklin, Wisc. ... **Pinehaven CC**, Slingerland, N.Y., has named **Gordon Faulkner** the club professional.



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Coming events

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18—NRA educational seminar, controlling food cost, Holiday Inn Downtown, Des Moines, Ia.

18-20—NRA educational seminar, bar management, Quality Inn Riverview, Covington, Ky.

19—NRA educational seminar, basic supervision II, Ramada Inn, Jacksonville, Ark.

NRA educational seminar, food merchandising and sales promotion, Kahler Plaza Inn, Orlando, Fla.

20-21—Southern California Turf & Landscape Institute, Anaheim Convention Center.

24-27—National Association of Golf Club Manufacturers, Golf Ball Manufacturers Association and Golf Products Manufacturers Association, spring meeting, The Resort at Port St. Lucie, Fla.

25—NCA educational seminar, club taxes, City Club, Dallas.

26—NRA educational seminar, basic supervision II, Marriott Hotel, Bloomington, Minn.

27—NRA educational seminar, people relations, Sheraton Harbor Island, San Diego.

MAY

2—NRA educational seminar, evaluating employee performance, Ramada Inn West, Houston.

4—NRA educational seminar, controlling food cost, Williamsburg, Va. Arizona Turfgrass Conference, Sunburst Hotel, Scottsdale.

9—NCA educational seminar, club taxes, Union League, Philadelphia.

10—Carolinas GCSA monthly meeting, Santee-Cooper Resort CC, Santee, S.C. Indiana GCSA monthly meeting, Meshingomesia CC, Marion.

Mid-Atlantic GCSA monthly meeting, Hogs Neck GC, Easton, Md.

NRA educational seminar, food merchandising and sales promotion, Friendship International Hotel, Baltimore.

12—NRA educational seminar, controlling food cost, Holiday Inn, Rutland, Vt.

16—NCA educational seminar, club taxes, Lauderdale (Fla.) Yacht Club.

21-25—National Restaurant Association 58th Hotel/Motel Restaurant Show, McCormick Place, Chicago.

29-June 11—National Golf Day.

JUNE

6—NRA educational seminar, people relations, Doubletree Inn, Seattle.

9—Indiana GCSA monthly meeting, Terre Haute CC.

14—Mid-Atlantic GCSA monthly meeting, Sparrows Point CC, Baltimore.

21—NRA educational seminar, explore purchasing, San Diego.