

player's side—a summary of his complaints and, what is really the same thing, his desires.

And then you may want to duck, for public relations probably can only soften, not block, the punch. As long as clubs have dues and treasurers, budget time will be a tough time.

6. Preparing for the Future

Green chairmen come and go—or they may stay forever. Some clubs limit the possible term, others have had one-man control through the years. One may sidetrack an interested man and lose continuity. The other may develop an iron hand. What can public relations do here? Every chairman and every superintendent should spread the ideas and ideals of the business. Inform the players and make recruits. Spread the gospel of research, the business approach and results. Talk nematodes, not megatons, in the locker room. Show off the nursery and post the superintendent's bulletins and the agronomist's reports.

On the wider fairway of training and research, it's the second shot to the dis-

tant green that counts. Scholarships are not all athletic, and not every caddie who steals a swing behind the tee dreams of winning the Open. Many of them, like the traditional paper carrier, are going to be business and professional men. Some of them can and should be directed into the expanding field of turf. A bit of public relations when a boy replaces his first divot may be the starter.

Now I want to offer an idea I think would qualify as profitable public relations, for the Green Section, for a school, for superintendents and for industry.

Let a student agronomist bound for a career in turf management be placed in residence at a typical course needing, and using, the Visiting Service of the Green Section. He would observe and report factually on basic conditions that demanded correction, on the obstacles encountered, on the practices followed and the success obtained. Such a study might profit us all.

Public relations can help us make a better business out of golf course business. And we can be good at it if we try.

How To Maintain A Healthy Job Outlook

By WILLIAM H. BENGEEFIELD

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Maintaining a healthy job outlook is almost as important today as maintaining a proper and well balanced diet. And it is considerably harder to do. History proves that, under all conditions of war and peace, those people succeed best who form definite ideas of what they are going to do before they start doing it. Unfortunately, no precept is more generally neglected. In a word, man neglects the development of direction. We drift into situations and find ourselves at the mercy of circumstances.

In presenting a paper before an Executives' Training Program at the Menninger Foundation, Dr. William C. Menninger recommended several points that are essential in maintaining a healthy job outlook. He recommended that everyone set aside a little time, at least once a year, to decide where he is going, what are his priorities, what are his ambitions and what are his aspirations. Unless we

do this in quiet thought, how can anyone know where he is headed or if the path he is taking is the one that he wishes to follow? This should not only pertain to our business life, but our personal and home life. Everyone should take stock of his own feelings of status, worthwhile-ness in life and his own dignity and his own integrity.

The importance of developing an avocation as well as taking an annual vacation should not be overlooked when considering good mental health. How many times have you heard the poor fellow describe his business life by saying he hasn't had a vacation for the past five years? And he says this as if it were a virtue. This only reflects bad judgment or poor planning on his part.

Similarly, every man's life will be much richer if he develops some hobbies and a lot richer if he takes them seriously. In the back country of Louisiana

they have a bit of philosophy and express it this way: "If you are too busy to hunt or fish, then you are just too busy."

Questions for Ones Self

Dr. Menninger presented a number of questions that he would want to ask any business man when giving him an emotional checkup. The first is concerned with personal relationships. How do you get along with other people? Whom do you like and whom don't you like and why? When the going gets rough in a particular situation, do you lose your temper, become jittery or paralyzed? How do you handle reality at its more difficult moments?

In today's business world, everyone experiences anxiety and emotional uneasiness. Dr. Menninger asks how you handle yourself when you are under pressure and feel some tension. What do you do about it? If there is an emotional problem, are you willing to admit it and seek help? Many people will not do this and they attempt to bull it through, procrastinate and they help neither themselves nor their work.

Inquire About New Things

After we have taken a good look at ourselves and developed a sense of direction, the next step in developing a healthy job outlook is to acquire the ability to become inquisitive; to acquire the ability to learn new things. Harvey Ullman once said "anyone who stops learning is old, whether this happens at 20 or 80. Anyone who keeps on learning not only remains young, but becomes constantly more valuable regardless of physical capacity."

The fact that learning is a science, based on well defined principles and axioms, never occurs to most of us. It isn't hard to learn, but very few try. If you sit down in your easy chair and read a book on how to play golf, then proceed about your regular business for the next few days without referring to what you have read, your golf game will improve little, if at all as a result of your reading. Unfortunately, most people think that learning is a process of absorption, an automatic result of reading or listening. If you simply read or listen to something, you are largely wasting your time or only entertaining yourself. You are not learning.



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Over 2000 years ago, Cicero, the Roman philosopher, said that "Man makes six common mistakes in his life; and one of them is neglecting development and refinement of the mind."

What is required when we learn something? This may sound simple but it carries much more meaning than the mere transfer of facts from a book or lecture to someone's mind. We have all heard the expression "he's an educated idiot." This is the fellow who has the ability to transmit facts from one location (such as a book or lecture) to another location, his mind. But it ends there. No matter how many facts he has, unless he can use those facts effectively in improving his adjustment to his work or to life in general, he has not "learned" anything.

We believe a golf course superintendent should be evaluated on the basis of what he can do, not what he knows. But he cannot do a good job unless he puts certain facts to work for him and unless he is willing to continually learn new ways of doing things better. It is when we take new facts and new principles and put them to work for us that we have truly "learned."