



*Management by supervision.*

# Ideas on Management

by **NATHAN B. HALE**,  
Retired Country Club Manager, Salt Lake City, Utah

**M**ANAGEMENT is generally considered as “directing and motivating others.” It is, however, much more than this. Good management is almost like having a sixth sense. It is having a feel for things; knowing when to change policies and directions, when to expand and push forward, when to conserve or cut back. It is the capability to work well with others.

In addition, managing well is understanding and having rapport or consideration for employees and fellow workers. It is knowing which persons to hire and which to let go. Management is all this and a lot more.

In club work management has the added dimension of constantly changing boards of directors and committeemen. There are times when this may be even further complicated by a club having

---

**ABOUT THE AUTHOR:** Nate Hale has been in golf and country club management for 35 years. He served as manager or general manager for three clubs, and he knows the requirements and responsibilities of the job. In the Rocky Mountain region, he served as CMAA Regional Director and has held other offices on both the state and national levels. He is now retired and lives in Salt Lake City, Utah.

three heads or managers: a club manager, a golf professional, and a golf course superintendent.

Management styles vary widely, almost as widely as there are different kinds of people. Even so, they will generally fall into three broad categories: management by default, management by example, and management by supervision.

Management by default is just what it says. Each employee is allowed very wide latitude to handle his job as he may feel is right. He succeeds or fails on his own. This type of management generally has no place today. The sad thing is that much of this is still going on, probably more than we are willing to admit.

Two examples come to mind. First, just last year a club manager who was obviously incapable hid behind members of the staff, insisting they make all decisions. In truth they completely ran the club. In just a few months the club lost direction, and capable employees went elsewhere, simply disillusioned by lack of direction. Member activity and participation dropped noticeably, and the manager had to be replaced.

Second, a superintendent who had a passion for miniature gas motors would sit for hours in his office working on motors and radio-controlled airplanes.

His employees were left on their own or were directed by a good foreman, but one who had also been left on his own. The work was handled after a fashion, but the employees who hid out, those who played around, and those who really didn't know what to do finally cost the superintendent his job. It is doubtful if anything good can be said for this type of management.

**M**ANAGEMENT by example has a lot going for it, although it, too, has some drawbacks. An employee knows the boss knows what he is talking about when he sees him running machinery, making repairs, and down in the trenches repairing water lines and wiring connections, etc. Often, however, the employee never really learns what to do, since the boss continues doing it all. Naturally the men will stand and only watch if the boss will let them. The most capable, qualified maintenance man I have known in 40 years has this problem. He is so qualified that, as assistants come and go, he continues to do it all. As a result, he seldom has ever taken a day off or a vacation because there is no one to do his job.

Let's not overlook, however, that management by example can teach a lot.

It can and should teach such things as honesty, dependability, proper appearance, proper language, and how to work well with others. Example can also teach interest in and concern for others. What better way for a person to learn good work habits and good work ethics, than by the example of his boss? The best employer I ever had taught me I didn't have to ask him what to do. I soon learned his answer would be, "What is right, what is fair."

Management by supervision is often difficult for a person who is a hard-working do-it-yourselfer. This method requires delegation, and to delegate properly takes considerable effort. Giving someone a job, making sure he knows how to do it, permitting him the freedom and authority to accomplish it, and supervising when needed but not interfering, is proper delegation. Note that this does not mean abdication of responsibility or supervision if needed. Delegating everything and doing nothing is back to management by default. There is a line between the two, and one must be careful to note that line. Top executives generally use a combination of management by supervision and delegation. Running a club properly also requires a combination: that of management by example and management by supervision, including delegation.

**A**S A CLUB manager for many years before becoming a general manager, I found that managing was unquestionably much easier and things ran smoother when I was a general manager. Why? The golf course superintendent and I spent many hours considering this. We came to the conclusion that a general manager did make things easier for both men if both would assume their proper roles. For either a club manager or superintendent to act independently of the other will undoubtedly cause nothing but chaos. The superintendent has to be the authority regarding the golf course. He knows it, and he runs it. The superintendent, with the general manager, budget and approve spending. The general manager can remove many problems that come with committees and committeemen. He can attend some of the time-consuming meetings and leave the superintendent more free to run his course and his crew. By the manager and superintendent working together, each cognizant of the other's needs, both can be successful executives in their respective fields. The general

manager has to understand this role and not interfere with the superintendent.

Regardless of whether the club has a general manager or is trying to function with three heads, someone has to assume the responsibility of coordinating everything with board members and committees. It is their club, they are the representatives of the membership who pay the bills and they unquestionably have the final say. One problem is that they are ever-changing and the business where they have been successful influences their thinking and actions. This can be most frustrating at times, and it becomes necessary to educate each new man every year. The most successful club managers and superintendents I know set up specific appointments early in each new year to meet with the new committeemen, go over financial matters in detail, review problem areas in the operation, cover the long-range projects, and most of all give each man a detailed extended tour of the entire plant and its operation. If this is done, and each new individual is asked for ideas and suggestions and honestly comes to feel his help is desired, you will find that the biggest problem is solved.

Obviously this has barely scratched the surface of management techniques. From my experience, the following list of suggestions can be most helpful.

**Give Credit Where Credit is Due:** Taking credit for another's ideas or work is dishonest. More than this, it

destroys initiative and loyalty. Building others up will automatically build you.

**Don't Be Afraid of Change:** Everyone is for progress but some are afraid of change. Keep new ideas flowing. Continually propose changes and improvements. If only a small percentage of your suggestions are accepted, it is good. By keeping the boards and committees so busy with new ideas, the superintendent and manager can direct their energies productively.

**You Determine the Atmosphere Around You:** This doesn't mean you have to wear a perpetual grin, but no one likes to be around a grouch. Pleasant surroundings and a pleasant atmosphere attract pleasant people.

**Work Well With Others:** More people are fired or held back for lack of this quality than any other. I lost the best job I ever had because I overlooked this. A smooth-running organization is fun to run.

**You Are Good or Bad by Comparison:** The best is the best because he is better than anyone else. If you are only the best of the worst, you still aren't good.

**Lead the Way:** Don't be afraid to pay the highest wages — if they are justified. Be proud to have others look up to you as the leader. Success attracts the best of everything.

A capable, qualified manager is almost priceless. The wonderful thing is that we can all become better managers if we are willing to put forth the effort.

---

## Growth of Bentgrass as Affected by Nitrogen, Soil pH and Age of Stand

---

by IAN L. PEPPER and WILLIAM R. KNEEBONE  
The University of Arizona, Tucson, Arizona

**O**UR STUDY WAS DESIGNED to evaluate the growth of Penn-cross creeping bentgrass as affected by soil pH and thatch-mat accumulation under different rates of different nitrogen sources.

How efficiently creeping bentgrass plants absorb nitrogen from the soil, and how efficiently they use nitrogen

fertilizer has been studied under northern conditions where growth occurs only during the warmer seasons of the year. In the Southwest, in contrast, bentgrass grows the year around; it grows best during the cool season. Heat stress in mid-summer is a severe problem. A seasonal pattern of root decline from summer heat stress is common to both