



Developing: Highly Efficient and Effective Practices

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Industry/Academe: RETIRED – Rancho Dei Cresta, Montana USA

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dékadâ PHILIPPINE GOLF COURSE
MANAGEMENT CONFERENCE



THE LEGACY

- For me it is hard to believe that it is now 10 years since this conference was begun by **CONRADO BENITEZ** -- and now it has been over 5 years since we lost him.
- We each owe him a debt of gratitude and I sorely miss him!
- **WE HAVE COME ALL THE WAY NOW FROM THE TIME WHEN IT WAS NECESSARY TO CREATE WACK WACK GOLF CLUB** as a 'collaboration' between a Filipino and an American.
- **THANK YOU CONRAD and may GOD BLESS YOU FRIEND!**





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- **May of 1968:** Having joined the US Navy in 1967 to fly in Naval Aviation, I landed in the Philippines – at Sangley Point, US Naval Station near Cavite City.
- Over the years I hope I have traded in my hair for a little wisdom.
- I fell in love with the country, the people, and also a maganda filipina! It was like a dream for me being in the Philippines – the **PEARL OF THE ORIENTAL SEAS.**
- Back in 1968 many of the older people in Cavite still spoke Spanish.
- Presidente Marcos was then extremely popular in the country with Filipinos and Americans both.
- But in the years before 1968 **I became very interested in the concepts of EFFICIENCY in golf course management...**
- My father built a golf course near Cleveland, Ohio in 1964 and I worked for him as a laborer. I'd spend summers mowing grass – **AND learning EFFICIENCY!**





- **EFFICIENCY** has been much talked about in the last several months.
 - The reactions to simple, commonsense BUSINESS approaches *has shocked me.*
 - **EFFICIENCY** has seen much improvement in golf management over the last 100 years
- BUT we can do much to further improve our **EFFICIENCY and EFFECTIVENESS** – and to pass this to the next generation.

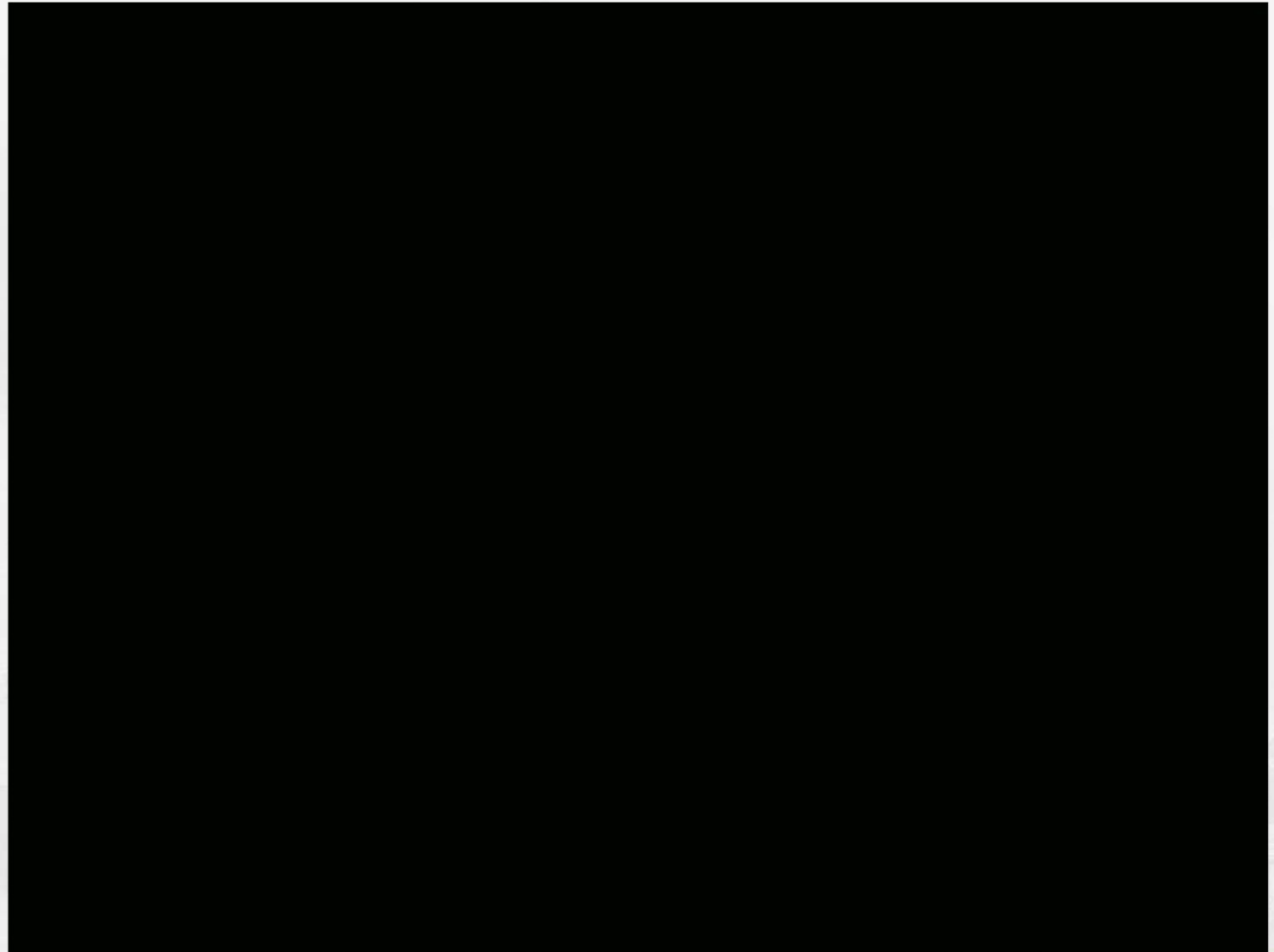
INDUSTRIAL ENGINEERING

- My interests in **EFFICIENCY** and **EFFECTIVENESS** really began in the 1950s – with a **MOVIE**.
- In 1950 the movie **CHEAPER BY THE DOZEN** came out – it was a true story about **REAL PEOPLE**. It became my favorite movie of all time.
 - **FRANK and LILIAN GILBETH, both Ph.D.'s**
- The Gilbreths had **twelve (12) children (a dozen)** and were among the very first **INDUSTRIAL ENGINEERS** in the United States in the early 20th Century.
- With such a **LARGE FAMILY** (not uncommon back then) they had to become experts in **EFFICIENCY!**
- I'm a slacker - I only have **TEN (10) children (so far !)**

***CHEAPER BY THE
DOZEN*** – 1950 movie

Directed by Walter Lang.
With Clifton Webb,
Jeanne Crain, Myrna Loy,
Betty Lynn. Myrna Loy
plays the wife of the
persnickety father of her
12 children (Clifton
Webb).

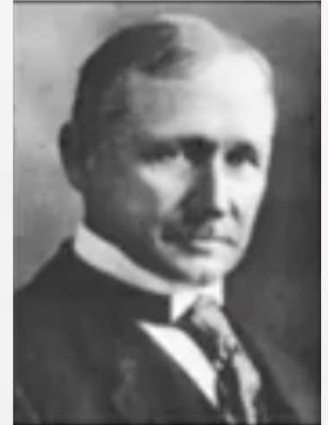
The true story of Frank
Gilbreth, an industrial
engineer and efficiency
expert, and his wife
Lillian, a psychologist,
who are raising a family
of 12 children in the
1920s. Gilbreth uses his
brood as guinea pigs for
his motion study and
efficiency.



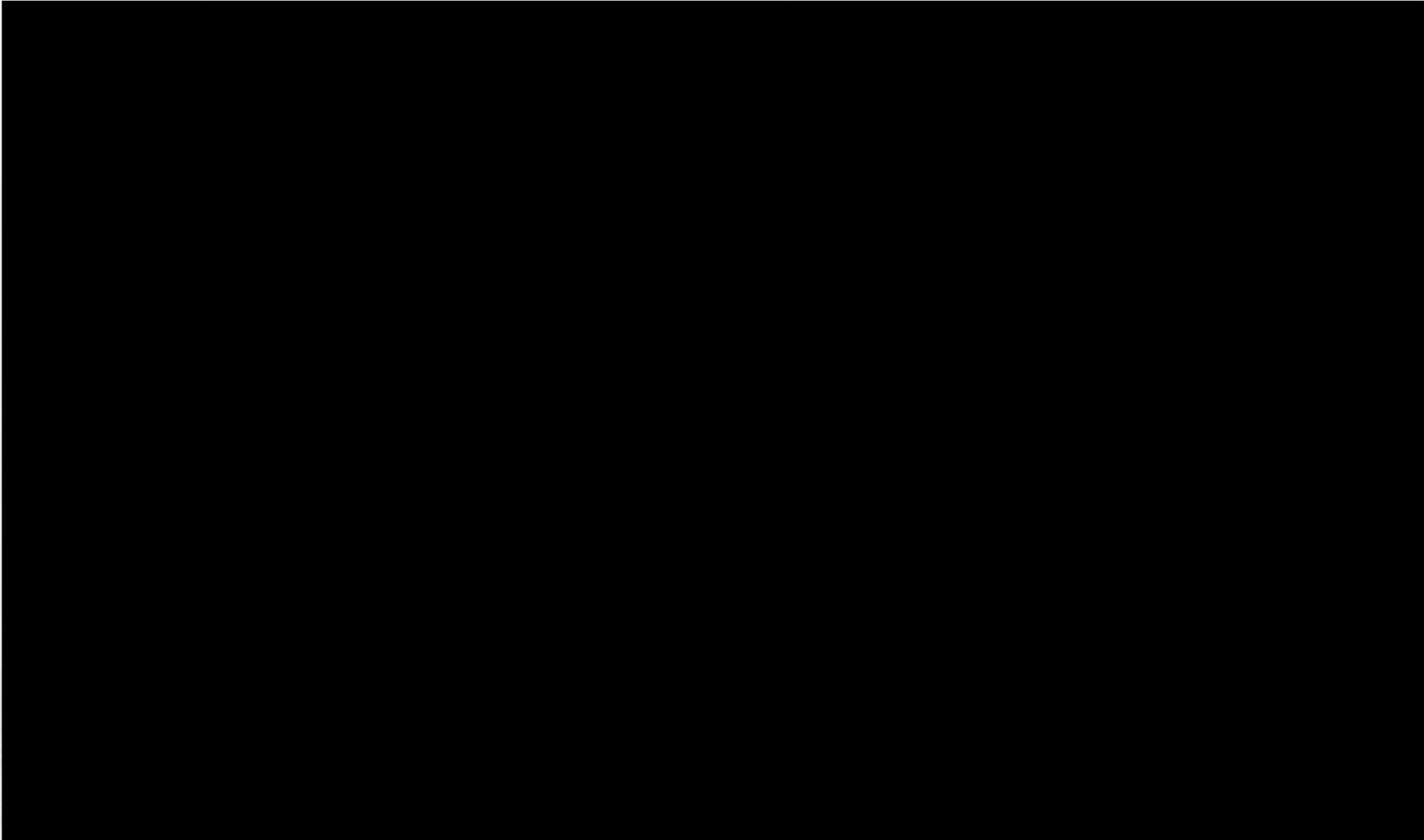
- The Gilbreths were students of the famed Frederick Winslow Taylor – the Father of Scientific Management, Efficiency Movement, and Industrial Engineering
- He authored the MOST INFLUENTIAL business book of the 20th Century: ***The Principles of Scientific Management***



Frank and Lilian Gilbreth
Founders of the science of
management EFFICIENCY



Frederick Winslow Taylor
American mechanical
engineer (1856–1915)
Author of: *The Principles of
Scientific Management*

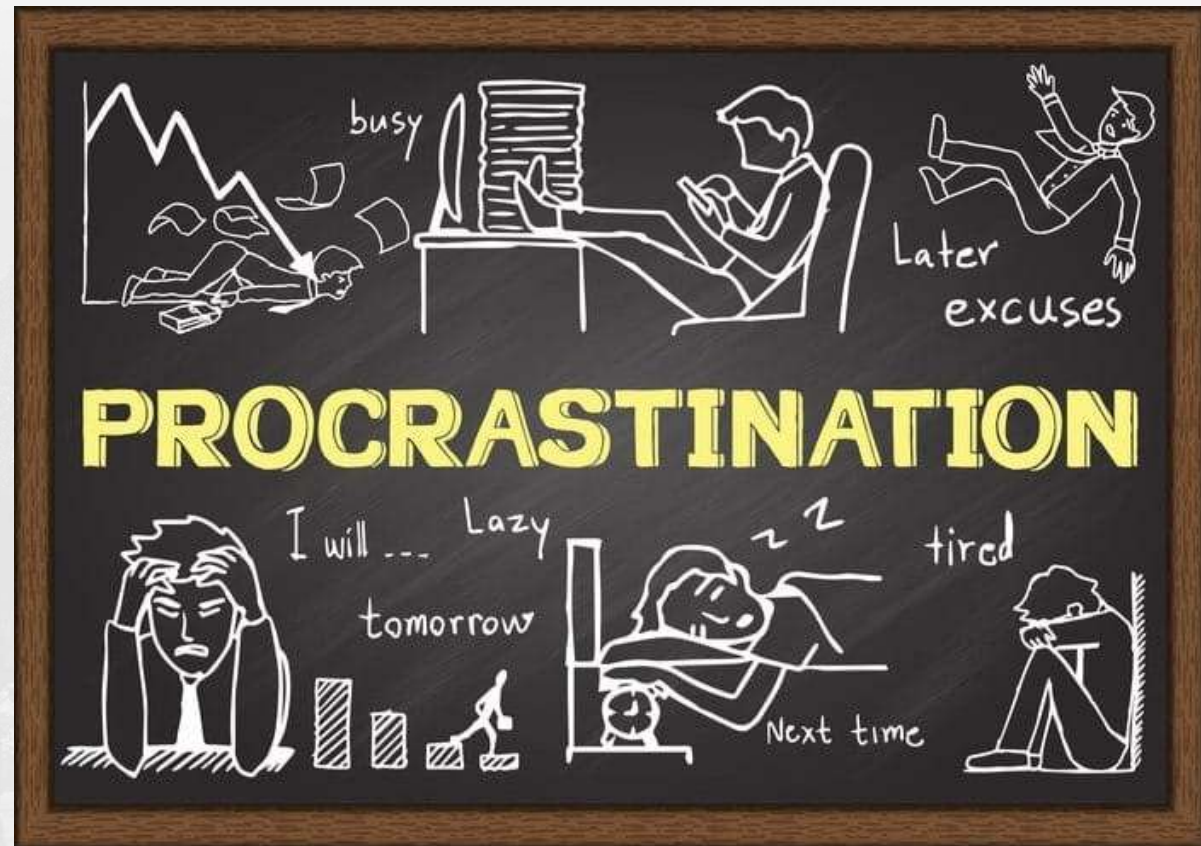


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- When Frank Gilbreth suddenly died in 1924, Lillian Gilbreth raised their 12 children and became a leader of Scientific Management.
- She was named the 1948 Woman of the Year!

PRACTICE STEPS TO IMPROVE YOUR EFFICIENCY

- **STOP PROCRASTINATION:
AN IMPEDIMENT TO
EFFICIENCY**
- Procrastination is the **THIEF OF TIME**
- Start efforts / tasks **NOW!**



PRACTICLE STEPS TO IMPROVE YOUR EFFICIENCY

- **VACILLATION:** Inability to take a **STAND**. Going one way and then back the other
- **STOP** vacillating and stick to the road



PRACTICE STEPS TO IMPROVE YOUR EFFICIENCY

- **GET ORGANIZED**
- It meant **LIFE or DEATH in Naval Aviation**
- One had know exactly where every control and switch was even in the total dark, turbulence, or if blinded.



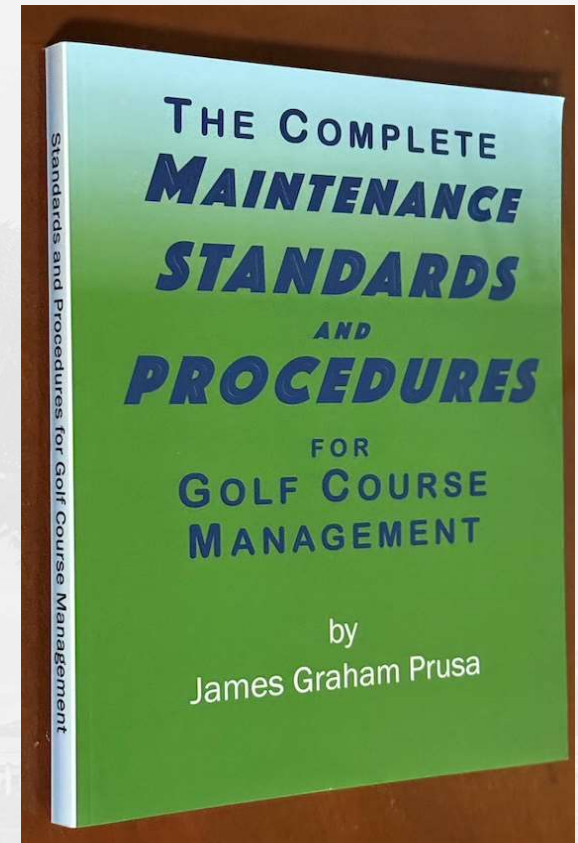
PRACTICE STEPS TO IMPROVE YOUR EFFICIENCY

- HOUSEKEEPING – it is micro maintenance.
- Regular cleaning and resetting the organization of everything.



PRACTICE STEPS TO IMPROVE YOUR EFFICIENCY

- ESTABLISH WRITTEN *Standards & Policies* for EVERY DEPARTMENT
- A critical step that I learned in the U.S. Navy
- If you can't write your STANDARDS you will NEVER be efficient and effective.
- https://www.amazon.com/stores/author/B0CPYS1238/allbooks?ingress=0&visitId=ac4b6fd3-f6b9-4887-9db3-f28cebcd8aa9&ref=ap_rdr
- Contact me and I SAVE YOU TIME to sell you the MS Word file for this book at reasonable price if you mention the 2025 PHILIPPINES GOLF COURSE MANAGEMENT CONFERENCE. The format will work for every department at the club.



PRACTICE STEPS TO IMPROVE YOUR EFFICIENCY

COMMUNICATION & ACCOUNTABILITY!

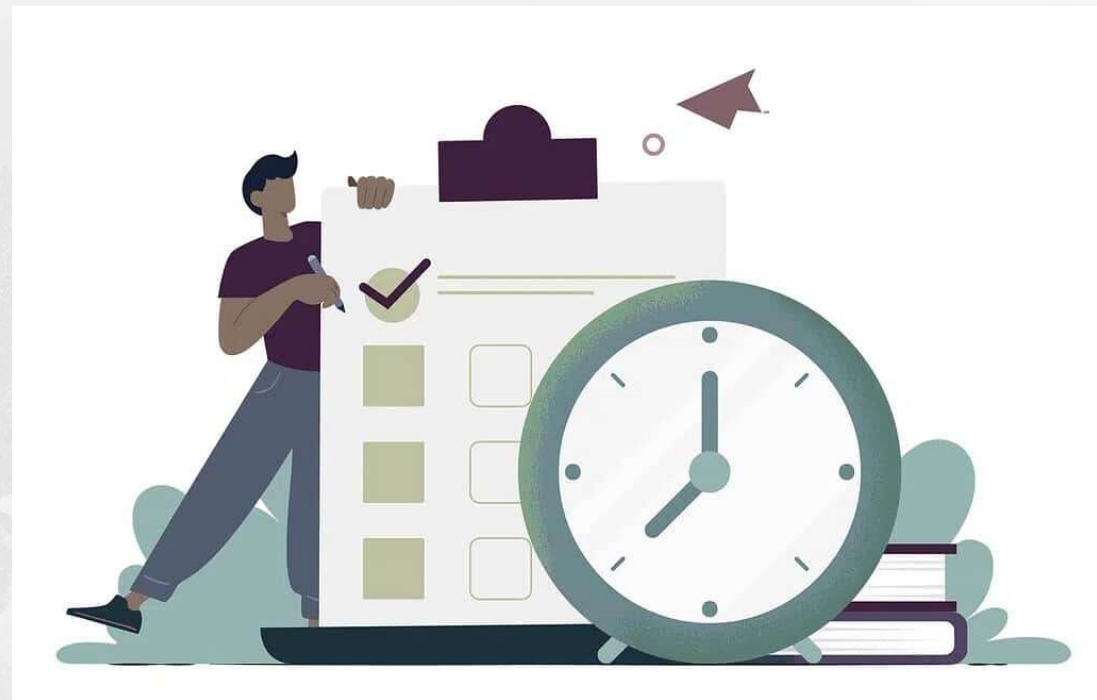
1. Simple, weekly meetings of management staff
2. Require a bullet point outline from each manager:
 - a. **What was done** over the last week
 - b. **What is in progress** - short term (this week and next)
 - c. **What is planned** (near term and over next 2-3 months)



PRACTICE STEPS TO IMPROVE YOUR EFFICIENCY

LEARN to do Time in Motion Analysis (TIME STUDIES)

- Mowing around trees for my father in early 1960s.
- Mowing greens by hand or by riding triplex mowers.
- Kitchen layout
- Bar layout
- Dining room



PRACTICLE STEPS TO IMPROVE YOUR EFFICIENCY

An example:

- The **Harding Park Golf Course** Kitchen / Bar



PRACTICLE STEPS TO IMPROVE YOUR EFFICIENCY

An example:

- The **Harding Park Golf Course** Kitchen / Bar



Now 15 beers on tap:



THE KITCHEN IS THE HEART OF F&B OPERATIONS



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Thank You!

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