

**The
One Minute
GOLFER**

- GUNG HO! (*with Sheldon Bowles*), 1998
- RAVING FANS: A REVOLUTIONARY APPROACH TO CUSTOMER SERVICE
(*with Sheldon Bowles*), 1993
- MANAGING BY VALUES (*with Michael O'Connor*), 1997
- MISSION POSSIBLE (*with Terry Waghorn*), 1996
- MANAGEMENT OF ORGANIZATIONAL BEHAVIOR: UTILIZING HUMAN
RESOURCES (*with Paul Hersey*), 7th Edition, 1996
- EMPOWERMENT TAKES MORE THAN A MINUTE (*with John P. Carlos and
Alan Randolph*), 1996
- EVERYONE'S A COACH (*with Don Shula*), 1995
- WE ARE THE BELOVED, 1994
- THE ONE MINUTE MANAGER® MEETS THE MONKEY (*with William
Oncken, Jr., and Hal Burrows*), 1989
- THE POWER OF ETHICAL MANAGEMENT (*with Norman Vincent Peale*),
1988
- LEADERSHIP AND THE ONE MINUTE MANAGER® (*with Patricia Zigarmi
and Drea Zigarmi*), 1985
- ORGANIZATIONAL CHANGE THROUGH EFFECTIVE LEADERSHIP (*with
Robert H. Guest and Paul Hersey*), 2nd Edition, 1985
- PUTTING THE ONE MINUTE MANAGER® TO WORK (*with Robert Lorber*),
1984
- THE ONE MINUTE MANAGER® (*with Spencer Johnson*), 1982
- THE FAMILY GAME: A SITUATIONAL APPROACH TO EFFECTIVE PARENTING
(*with Paul Hersey*), 1979

The One Minute GOLFER

Enjoying the
Great Game More

Ken Blanchard

coauthor of *The One Minute Manager*[®]
Founder of The Golf University

Foreword by
Bob Toski
Afterword by
Chuck Hogan


QUILL
WILLIAM MORROW

NEW YORK

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Previously published as *Playing the Great Game of Golf: Making Every Minute Count*

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Library of Congress Cataloging-in-Publication Data

Blanchard, Kenneth M.

The one minute golfer : enjoying the great game more / Ken Blanchard.

p. cm.

ISBN 0-688-16849-3

1. Golf. I. Title.

GV965.B558 1992

796.352—dc20

92-15319
CIP

Printed in the United States of America

First Quill Edition

6 7 8 9 10

www.williammorrow.com

I am excited about the republication of my book *Playing the Great Game of Golf* as part of the personal development series for The One Minute Manager Library. I think renaming it *The One Minute Golfer* is appropriate. Working on an article for *Golf Digest* titled "The One Minute Golfer" with Bob Toski was my first venture into writing about golf and one of my most enjoyable writing experiences ever.

Foreword

When Jerry Tarde, editor of *Golf Digest*, called me in the fall of 1984 to ask if I would consider writing an article entitled "The One Minute Golfer" with the co-author of the best-selling book *The One Minute Manager*[®] I was amused and fascinated. My amusement came from the suggested title of the article. Now, I know this is the age of instant everything, but a "One Minute Golfer" might be taking this a little too far.

My fascination came from my lifelong desire to learn. When I stop learning, I figure, I might as well lie down—because it's all over. So I was open to see what I could learn about the teaching of golf from a Ph.D. business professor and management consultant.

I liked Ken Blanchard the moment I met him. He has a spark and a twinkle in his eye that immediately invites an exchange of ideas. Rather than a stuffy college professor, I found another lifelong learner. I found that the way he was teaching executives about managing people was exactly the way I taught my golf students. His One Minute Goal Setting philosophy (that all good performance starts with clear goals) was right on. Once I have told my students what I think it will take for them to improve, then Ken's One Minute Praising and One Minute Reprimands come into play. I love to acknowledge and praise my students when they are learning and showing progress; and I have never shied away from reprimanding more experienced players if they are getting careless and not using the skills they have already developed. My desire to help my students play better is so strong that I am willing to do whatever it takes to develop their skills or get them back on track. I found the One Minute Management philosophy a good way to describe some of the ways I teach.

I also realized that One Minute Management highlights my hope for all my students: that they will learn enough about golf and the golf swing to be able to set realistic goals for their own game as well as praise and reprimand their own performance when appropriate. So I enjoyed co-authoring "The One Minute Golfer" article with Ken Blanchard. I am also delighted, in retrospect, that our time together marked the beginning of his thinking about the teaching and the learning of golf, because I feel he is making a real contribution to the game.

When Ken sent me a draft copy of his book, I was thrilled to learn how far his thinking about golf has come since we first met. I don't believe there is any other golf book quite like this one. Beginning with an insightful chapter entitled "Purpose: Why Do You Play Golf?" and ending with "Commitment: What Can You Do to Follow Through on Your Good Intentions?" Ken leads a self-management journey that should help every player—from a beginner to a low handicapper—enjoy golf more and accomplish the results he or she desires.

Written in an informal storytelling style, *The One Minute Golfer* is crammed full of wisdom. I know Ken Blanchard's thinking will help you make every *minute* you spend on golf *count*. Enjoy this book and count your blessings.

—Bob Toski

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Introduction

My hope in writing this book is to help you enjoy the great game of golf more and achieve the results you desire. You may ask: Why is a management writer and consultant qualified to write a book on golf? After all, I'm not a pro or even a golfer who shoots in the 70's. I'm just a lover of the game. As someone once said, "Life is what happens to you when you are planning to do something else." Let me explain.

In the fall of 1984, I got a call from Jerry Tarde, the editor of *Golf Digest*. He had just finished reading Spencer Johnson's and my best-selling book *The One Minute Manager*. In that book, the main character, who got good results without taking much time, commented about the problems associated with unclear goals:

It's like playing golf at night. A lot of my friends have given up golf and when I asked them why, they said, "Because the courses are too crowded." When I suggested that they play at night, they laughed because who would ever play golf without being able to see the pins.¹

Jerry and his staff enjoyed that reference to golf and wondered if I played the game.

"Yes," I said, "I've been a fanatic for years."

Jerry then asked if I would be willing to write an article with one of *Golf Digest's* top instructors entitled "The One Minute Golfer," applying to golf the three secrets of the One Minute Manager: Goal Setting, Praising, and Reprimanding.

"That sounds like a fun idea," I said. "I'd be happy to do it if I could write it with Bob Toski." I had heard a lot about Toski. Golf and Toski were synonymous. He was a great tour player, master teacher, and widely read author. And besides, I had heard he was a real character. No one ever forgets an experience with Bob Toski.

Jerry Tarde agreed we'd be a dynamic duo, so I flew to Florida to meet Toski. Bob and I really hit it off well. After one day together and a couple of phone calls, "The One Minute Golfer" was launched and wound up as the cover story for the June 1985 issue of *Golf Digest*. The story used the *One Minute Manager*[®] parable format while attempting to show how the three secrets of One Minute Management apply to self-management and the mental aspect of golf: One Minute Goal Setting (the importance of setting and visualizing clear goals), One Minute Praising (praising yourself for doing something right), and One Minute Reprimands (redirecting yourself when things go wrong without dwelling on your mistakes).

The work I did with Toski was the beginning of my efforts to apply what I have been sharing with managers for years to the playing of golf. When the response to that article was positive, I was invited to attend a five-day VIP *Golf Digest* School in Tuscaloosa, Alabama, with Toski and other top *Golf Digest* teachers, including John Elliott, Hank Johnson, Davis Love, and Bob Ness. I jumped at the opportunity and it proved to be a wonderful time. Although Dr. Bob Rotella, a sports psychologist, did a short session on the mental aspect of the game, the emphasis in the *Golf Digest* School was on the mechanical aspects of the game: full swing, pitching, chipping, sand play, and putting.

My experience writing the article with Toski and attending the *Golf Digest* School piqued my interest in the teaching of golf. To learn more about the mental side of the game, I decided to attend a three-day golf school conducted by Chuck Hogan, founder of Sports Enhancement Associates (S.E.A.) and the mental coach for such top-flight PGA and LPGA players as Raymond Floyd, Peter Jacobsen, Johnny Miller, Cindy Rarick, Mike Reid, Colleen Walker, and Mary Beth Zimmerman. Chuck is the author of the book *Five Days to Golfing Excellence* and the best-selling video *NICE SHOT!*

Chuck's philosophy is that there is *always* a better golfer inside struggling to get out! The trouble is, most of us try to learn and remember *too many things* when we play. Swing! Grip! Alignment! Balance! Distance! The mind boggles, the brain rebels, and the shot whistles off into the rough. Chuck feels that there are some key mechanics that every golfer should know, but he places the main emphasis on the relationship between mind and body and on making golf fun and learning easy. What I started to realize was that golf is more than just swinging a club—it is a mental game too. Spending time with Chuck Hogan added a whole new dimension to what I knew about golf and learning.

It became clear to me that golf was a unique blend of mechanical skill and mental acuity—and neither one was more important than the other. Norman Vincent Peale emphasized the balance of mechanical and mental skills when we were working together on our book, *The Power of Ethical Management*. Dr. Peale said that some people who read his classic book, *The Power of Positive Thinking*, came away believing that all you had to do to be successful in life was to be a positive thinker. What they overlooked was his continual advice that, besides positive thinking, you also need some skills. This is nicely illustrated in the story of the golfer who went to his bag and got an old ball out as he approached the tee on a water hole. When he had teed up this old ball, there was a flash of lightning in the sky and a booming voice shouted down: “Use a new ball! Be a positive thinker!”

Hearing that authoritative command, the golfer went back to his bag and took out a brand-new ball. After he teed up this new ball, our golfer stepped aside and took a practice swing. Immediately there was another flash of lightning in the sky. This time the booming voice shouted: “Use an old ball!”

After recognizing these two important aspects of golf—mechanical and mental—I got excited about helping to create a golf school that combined “the best” that is known about these aspects of golf with “the best” that is known from my field—the behavioral sciences—about coaching, self-management, and changing or improving performance. My particular concern was that students should *play better immediately* and enjoy golf more after attending the school. The Golf University at San Diego, California, which I helped found in 1988 and is now headquartered at the Rancho Bernardo Inn, is, to the best of my knowledge, the only golf school in the world that teaches this integration.

Shortly after starting the Golf University, we realized that there were *two other components* of golf effectiveness—the *physical* side and *club fitting*—that had to be included in the curriculum. I had become involved in the physical side of sports when writing *The One Minute Manager Gets Fit* with Dr. D. W. Edington, head of the Fitness Research Center at the University of Michigan, Ann Arbor, and my wife, Margie, an expert on health promotion and life planning. What is the difference between the mechanical and the physical sides of golf? The mechanical side is about skills; the physical side has to do with the physical *you*—your flexibility, strength, and endurance. Good golfers are in good shape. For example, when I first met Bob Toski, he told me the best way I could improve my golf game was to lose forty pounds. He felt that alone could help my flexibility, strength, and endurance. He was right. I also learned in working with Pete Egosque, the sports functionalist who helped Jack Nicklaus control his back problems, that I could improve more by doing daily flexibility exercises than by standing on the range hitting balls. It's tough when you realize you have to get in shape to play golf, not play golf to get in shape.

I first learned about club fitting from a representative with Henry Griffiths, a pioneer company in the custom-fitted golf club business in the United States, and later learned much more about it from a gentleman with a delightful English accent, John Tudor, founder of Pro Golf Worldwide, headquartered in England. Pro Golf Worldwide is the longest-established custom-fitting center in the world, and its experts are acknowledged as the leading authorities on golf shafts. I soon realized that with the clubs I was using, even if I made an excellent swing in good athletic balance, the ball would fly to the right of the target. I had developed some bad habits in trying to compensate for my clubs. This was mind-blowing to me because I always believed the kind of clubs you used didn't matter as long as they were a name brand.

As a result of learning about the physical and club-fitting aspects of golf, it became important that all of our Golf University programs, besides emphasizing the mechanical and mental skills, included an exercise program and an opportunity for students to have their clubs properly fitted.

How This Book Is Organized

While the Golf University curriculum integrates these four aspects of golf, this book will emphasize only one. It will show how the same skills used by winning business managers can be applied to the self-management and mental aspects of your own golf game and result in lower scores and more enjoyment.

The One Minute Golfer will not try to change your grip, turn, or swing. And it doesn't include any information on the physical or club-fitting aspects of the game. Instead you'll learn: how to be clear on why you play golf; how to set goals and attain them; how to shed bad habits; how to become your own coach; how to take out on the course what you've learned; and how to stay committed to your good intentions. The material is not theoretical. It has been tested with our Golf University students on the range and in actual play. I guarantee that it will help you enjoy golf more, improve your game, and make every minute you spend on golf count!

Part One, GOLF AND YOU, begins with a chapter called "Purpose: Why Do You Play Golf?" Here we discuss an important question all golfers should answer, "Why am I playing this game?" If you take the time to ponder and answer this question, you will have a home base to go back to when you get discouraged about your game or when the "wheels come off" during a round. Knowing clearly why you play golf will help you have much more fun and be better positioned to achieve the results you desire. Then and only then can we counter Mark Twain's definition of golf as "a walk ruined."

Part One then moves to "Goal Setting: What Do You Want to Accomplish?" Once you know why you play golf, then you are ready to set some enjoyment and performance goals. This is important because all good performance starts with clear goals. This chapter will help you set long-term goals (six months), short-term goals (this round), immediate goals (this shot), and practice goals (things you want to improve). Since this book is intended to improve your enjoyment and performance, suggestions will also be made on how to monitor your practice as well as on-course behavior that might divert you from goal accomplishment.

Part Two, **GETTING BETTER AT GOLF**, begins by bringing reality to the concept of change and improvement. "Change: Why Is It Difficult to Learn New Habits?" discusses seven important aspects of change that you need to know to learn to play better golf. This information will help you overcome any resistance to change you might have. After all, learning takes place only when a change in attitude or behavior/performance has occurred. And this book is all about learning and improving your performance.

Part Two ends with a chapter on "Instruction: How Do You Become Your Own Coach?" This chapter integrates the three secrets of the One Minute Manager with leadership concepts I have been teaching for years, and it shows you the importance of moving from dependency as a learner to independence as a player. This understanding is essential if you ever hope to manage your own journey to better golf.

Part Three, MAINTAINING YOUR PROGRESS, starts with "Application: How Do You Use What You've Learned?" This chapter gives specific strategies for implementing on the golf course new things that you have learned about your golf game. The important thing about learning something new is not what happens while you are learning it, but what happens when you have finished and are out on the golf course applying what you have learned.

This book closes with "Commitment: What Can You Do to Follow Through on Your Good Intentions?" This chapter provides a concise review of the key concepts in the book and shows you how to personalize each concept and apply it to your own game. It ends with an important distinction between commitment and interest. This concluding chapter puts all the power for improving your golf game back in your hands, but gives you some clear-cut suggestions to help permanent improvement happen.

I hope this book helps you enjoy golf more and achieve the results you desire. Good luck!

—Ken Blanchard

**The
One Minute
GOLFER**

PART ONE

GOLF AND YOU

CHAPTER 1

Purpose: Why Do You Play Golf?

Golf is a non-violent game played violently from within.

—Bob Toski

When I first heard Bob Toski talk about golf as a “non-violent game played violently from within,” I smiled because it hit home with me. I’ve always been amazed how seriously some people take the game and, in the process, make themselves and others miserable on the golf course. They get frustrated and angry with themselves and sometimes even end up throwing clubs, ranting and raving, and generally ruining everyone’s time. They create violence within. They never seem to be playing well enough.

While I am determined to improve my playing and set goals like winning the Senior Championship at my club, I am even more committed to appreciating and enjoying the moment-to-moment experience of this great game of golf. How I score on any given hole or any particular day is only one part of the total experience. And yet, when you observe some people on the golf course, you would think that what they score is the *only* part of the game that is important to them.

Patty Berg, one of the greatest golfers of all time and a lifelong heroine of mine, told a wonderful story at the 1990 Women in Golf Summit in Orlando, Florida, that makes a joke of some people’s ultimate obsession with their score. According to her, a golfer hit his drive into a fairway bunker. He chose a 5-iron to try to get the ball out of the trap and advance it toward the green. When he hit the shot, he pulled it and the ball struck a tree.

The ball ricocheted off the tree and hit the man in the head, killing him instantly. He went directly to heaven where he met Saint Peter at the gate. "How did you get here?" was the immediate question. "In two!" answered the golfer.

A group of people who always seem to overemphasize the importance of their score are those I refer to loosely as "cheaters." Those of you who are new to golf probably can't understand why anybody would cheat at a game. And yet golf, more than any sport I know, can bring out the "worst" in people. I know some people who can't count, others who are always improving their lie (especially in the rough), more than a fair share whose handicaps are not believable, and still others who interpret rules to fit their own needs.

Why do people who feel a need to cheat, rant and rave, or make themselves and others miserable play golf? I suspect because they think golf is only about how they score and they haven't ever asked themselves, "Why do I play golf?" This is a question you need to answer for yourself—whether you are a beginner or a low handicapper—if you hope to enjoy golf more and achieve the results you desire.

A few years ago, when Dr. Norman Vincent Peale and I wrote *The Power of Ethical Management*, we developed what we called the "Five P's [Principles] of Ethical Power."¹ I'm convinced that these principles are also the ingredients for personal power and genuine, lasting fulfillment in life. Highly successful, satisfied individuals practice these Five Principles of Personal Power with great consistency. I have found them very helpful in thinking about why I play golf and where golf fits into my life.

*

*The
Five P's
Of
Personal
Power:*

*Purpose
Pride
Patience
Persistence
Perspective*

*