

Principle 14

A Comprehensive Neuroscience Review of the Relevance of Alister MacKenzie's 13 Principles of Golf Design in the 21st Century (MacKenzie Study 2024)

*The new rules for creating the most effective psychological experience for
golfers in the modern era- on and off the course*

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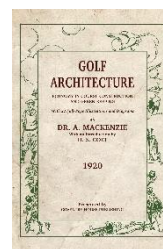
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1. Executive Summary



In his seminal treatise on golf -*Golf Architecture*- written in 1920, Dr Alister MacKenzie laid down his “**13 General Principles of Architecture**”. In 2011 and 2021 Sport Psychology Ltd (SPL) ran a survey asking if these principles were still of value – the overwhelming response was yes.

In 2024 the golf industry asked SPL to repeat the survey – which was delivered by their specialist neuroscience division, *PSYenz*.

In both previous iterations of the research the survey had been mainly limited to professional members of the golf industry (golf course architects, golf professionals etc). In the 2024 study these views were asked for but there was a much higher focus on getting specific input from the average leisure golf participant.

To maintain complete consistency with both previous studies all participants were given the opportunity to nominate a ‘**Principle 14**’

In the 2024 study 748 individuals responded of which:

- 92% were male
- 89% were aged 40 or over

Relationship to Golf

- | | |
|--|--|
| • 45.6% Amateur Golfers/Recreational Players | • 7.1% Working for a Golf Governing Body |
| • 21.6% Golf Course architects | • 2.4% Media |
| • 11.9% Professional Golfers | • 0.7% Others |
| • 10.7% Golf Club Managers/Staff | |

From these figures it is clear that the study is a representative sample of golfers and that it achieved the aim of getting a significant sample of average recreational players.

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All 13 of MacKenzie's principles were rated as relevant but there were some differences in the rank order compared to previous studies (see discussion section – *the 21st Century rules for the golf experience* for details).

The key difference were the themes and strength of feeling portrayed in the '**Principle 14**' section. In this area the key to creating a successful golf venue was in the '**Overall experience**'.

The emergence of experience as a key theme was not a complete surprise as it has begun to appear in the 2021 report - but the level of importance given to this area by all sectors of the golf community was significantly higher than in previous studies.

Over the 15 years of the Mackenzie study there has been a significant shift in focus. Respondents now have a much higher focus on enjoyment of the game for all players rather than wishing to play brutally long courses that are really only suitable for a tiny percentage.

Inclusivity and the importance of designing exceptional experiences into the course for all potential players was paramount. This theme extended well beyond the boundaries of the course itself with the importance of designing an inclusive experience across all the touch points on the entire golf estate being perceived as important as the design of the course itself. As one, very distinguished architect, noted :

“Having a fantastic course is no longer enough. There are so many great courses that golfers are spoiled for choice. The battle ground for golf design now lies in all the other aspects of the total experience. Not only do courses compete against other golf venues but they compete against the entire leisure industry. For golf venues to succeed they must recognise that Principle 14 will be about the emotional memory that visitors (and their families who may not play golf) take away with them”

The detail of what this means for the golf industry is in the next section '**Discussion – the 21st Century rules for the golf experience**'.

It should also be noted that there was also a strong focus on '**Perceived fairness**' particularly amongst Generation Z. This means that there are implications in this report for global golf governing bodies not just individual golf venues of the aspirations of Gen Z. To ensure the sustainability of golf as a participation sport golf must recognise that generational differences are of far greater consequence than other variables such as gender.

If golf is to succeed in the rest of the 21st century it has to move forward and embrace the new psychological needs of this next generation and those that follow.



Generation Z constitute **26% of the world population** – 2 billion individuals – which no market can afford to ignore. In most developed countries nearly 99% of Generation Z own a smartphone or have access to one.

2. Background to Authors/*PSYenz*/SPL

PSYenz is the specialist neuroscience division of Sport Psychology Ltd (SPL).

SPL is one of the oldest Sport Psychology Consultancies in the world having been founded in 1989 (originally as The ASPIRE Partnership) and became SPL in 2000. Its psychologists are founders of the Sport Psychology Professional Body in the UK and have worked with:

- Formula 1 racing teams
- Premier League football teams and players
- International rugby teams
- Olympic athletes
- Round the World yacht racing teams
- PGA Tour Golfers including Major winners



For the last 20 years *PSYenz*/SPL has combined leading edge techniques from the space and high-risk industries and applied it to the neuroscience of sports venue design for participation and equipment design.

2.1 Stephen Smith, AFBPsS, CPsychol, CSci, BSc (hons)



Stephen has played golf since he was a child in Scotland and specialised in neuroscience after medical school at The University of St Andrews. He is one of only 6 people in the world fully qualified as **BOTH** a Sport and a Business Psychologist.

He has nearly 40 years of experience including being the global senior psychologist at Shell. He is an expert in the psychology of the design of equipment and operating environments. He applies techniques that were first developed by world leading intelligence agencies and organisations like NASA.

He has worked across many sports and has applied his, unique, knowledge to the equipment of many leading sports suppliers, the European fitting centre of a major golf manufacturer, a famous 'Royal' Golf course as well as the London Olympics 2012.

He is the Chair of the Division of Sport Psychology in the British Psychological Society. He is an independent scientific advisor to the UK government in their '**College of Experts**' attached to the Department of Culture, Media and Sport (DCMS).

He is the Global Captain and Chair of The University of St Andrews Graduate Golf Society (StAGGS)

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3. Discussion

The 21st Century Rules for the Golf Experience

Have you ever wondered why, whenever you pop into a garage (fuel station) to fuel your car, you often leave with a bar of chocolate or a drink you were not intending to purchase. It's not by chance that Shell Oil is the biggest worldwide retailer of Coca-Cola and Mars bars. It has deliberately designed all its petrol stations to sell over **\$6 billion** worth of consumer goods each year - there is significantly more profit in a chocolate bar than there is in a litre/gallon of petrol.



Modern Fuel stations are significantly different from those of the past – they are designed to have a powerful influence on customer feelings and behaviour

Having been The Global Senior Psychologist for Shell, the author can tell you that this desire (to purchase goods that you didn't even know you wanted) has come from a significant investment in the neuroscience of environment design and how it impacts your brain . It's not just the major oil organisations either, think about how Duty-Free design at major airports has evolved. Think about 'The Middle of LIDL' and our good friends from the north, IKEA. All of these organisations have invested millions in the neuroscience of design to have an impact on the mindset of customers. These are incredibly smart organisations and they fully understand that they need to subtly influence the most important area of all customer interactions:

‘The 5 and ½ inches between the customer’s ears’

(apologies to Bobby Jones).

They understand that millions of years of evolution have left their mark on the human brain and it is these deep, subconscious, circuits that can be triggered to drive human decisions. Daniel Kahneman was awarded The Nobel Prize in Economics for showing that 90% of human decisions are immediate, subconscious and driven by emotions not logic.

Many golfers may believe that they are special so they can rise above such things- but that is an illusion, they simply cannot. Millions of years of evolution has deeply embedded incredibly powerful circuits in the subconscious brain that very few humans can override. This research looks at how to take full advantage of all the investment and research that has already been done in this area and apply it to golf to give a better experience for members and visitors alike and ensure golf adapts to the challenges of the second quarter of the 21st century. In particular the small, cost effective, but powerful changes that can be made off the course to create inviting and inclusive environments

As Winston Churchill said:



“We shape our buildings.....then they shape us”

3.1 Just How Many Brains Does a Golfer Have?

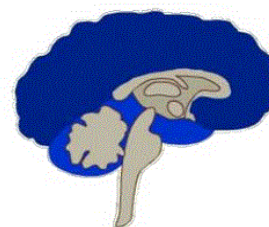
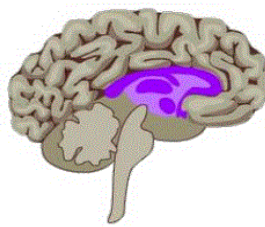
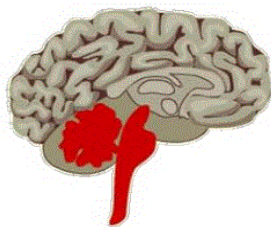
If asked, most golfers will say they only have one brain- however, in reality this brain is split into 3 separate evolutionary elements, each of which could operate as a single entity, from the neck up human brains are:

- reptilian/lizard
- mammalian (early/primate)
- human

see figure overleaf- Triune brain theory. imagine this brain is cut down the middle but viewed from the right- hand side of the head.

Triune Brain Theory

Lizard Brain	Mammal Brain	Human Brain
Brain stem & cerebellum	Limbic System	Neocortex
Fight or flight	Emotions, memories, habits	Language, abstract thought, imagination, consciousness
Autopilot	Decisions	Reasons, rationalizes



Triune Brain Theory Model

Despite people thinking that they are incredibly intelligent, sophisticated and logical the simple truth is that most of their decisions are driven by subconscious decisions in the mammalian brain. This applies as much to their feelings about a golf venue as it does to anything else. It was this realisation that won Kahneman the Nobel Prize. The feelings driven mammalian brain makes the decisions not the human brain.

As Shell and all the other major retailers know, the trick is to make the Mammal Brain switch off the alert '**Fight or flight**' systems in the Lizard Brain. Achieve this and you will have a very happy, confident and relaxed customer/golfer who will stay and spend their money with you. On the other hand, if the design of your golf venue causes that mammal brain to light up the '**Alert systems**' in the brainstem that potential visitor or member might just never come back (or even appear at all). The sad reality is that many golf venues do exactly that and *PSYenz* has spoken to many golfers who turned on their heel, went back to the car park before driving off somewhere else.

3.2 Discussion

Principle 14

This section explains the results of the survey utilising insight from over 40 years of application of neuroscience into business and sport.

Homo Sapiens is the most successful species on the planet. From the moment our species emerged modern humans were pretty much unstoppable. No other species has moved around the globe with such speed. No other animal has been able to move into new environments without having to evolve into a new species to survive. Human beings have been able to stay as a single global species because of their, unique, brain design that has made them incredibly effective at assessing new environments for threats.

Humans are the apex species when evaluating a new environment quickly for safety. The subconscious circuits in the deep part of the human brain immediately assess it for **BOTH** prey and predators. If the balance is towards the former, they will stay and use their higher thinking skills to adapt their behaviour to the environment. However, if the environment is assessed as potentially hiding the latter then all the deep-seated warning circuits light up. That is when people are put into '**Flight or Fight**' mode. Fighting comes

with immense risks and is usually a last resort. The default position is always '**Flight first**' and the human brain seeks a '**Position of Safety**' (PoS) elsewhere.

In ancient times this enabled our ancestors to quickly move on from unsafe territories and expedited the speed with which the human species moved across the globe.

In the 21st century these circuits still light up and are interpreted as '**Feelings**' by our logical thinking brain. How many times have you walked into a new restaurant/bar/venue and it just did not '**Feel right**'? In some cases, the feeling is so strong you turn around and look for somewhere else- you went into '**Flight Mode**' and sought a PoS elsewhere. This is particularly well developed in female brains as they, typically, do not have the musculature to engage in a fight with a male. Safety first made our ancestors the most effective species to evolve on this planet.



Some places others send visitors packing whilst others pack them in

These behaviours are due to all the evolutionary hangovers that are still functioning in the human brain. understanding them is the key to building effective human experiences that build long term customer loyalty.

All neuroscientists know that the emotion and memory centres of the brain sit physically side-by-side. They constantly interact and influence each other enormously. This is why people are extremely good at recalling how a place made them feel even if the detail of their visit gets lost in the mists of time. If golf venues want visitors to go back to their club or society and act as sales ambassadors, they need to make it a warm and glowing

feeling that bursts into life in their neural memory circuits whenever they think of that golf venue.

Unfortunately, many golf venues simply have no grasp of these fundamental elements of design which is why so many simply do not appeal to many people at an emotional level. Across the sport and leisure industry this realisation is beginning to dawn on other sports who are building these concepts into their designs from the outset. If golf fails to do so it may find that other leisure options become more appealing to new players in what is becoming an extremely competitive sector.

Principle 14.1

“The Psychological Contract “

When a venue or a business presents itself to the public it is making a promise:

“Spend your time and money with us and this is what you will get”.

The details of this promise are fundamental to the subconscious and emotional response that will be generated in golfers so all venues need to make sure they get it right and can deliver on that promise.

Principle 14.2

“Be True to Your Authentic Self”

This is where many golf venues fall over right at the start of their interaction with customers. Good organisations look at themselves with an unforgiving eye and understand exactly what they are and what they or their products can bring to a customer. They then leverage their core strengths and do not create false expectations that they cannot fulfil.

This is particularly true in the automotive industry – there are lots of different brands and types of car, each is clear on what it is and what it **IS NOT**. Honda will not claim that their models are as fast as a Porsche or a Ferrari on the racetrack. Instead, they will focus on the things that they are really good at (such as reliability) in the way they take their product to market. By doing this they know that they are creating an ‘***Authentic Psychological Contract***’ that they are confident they can fulfil for their customers.



The little Honda will never claim to be as fast as a Ferrari but it will claim higher reliability and cheaper running costs– they target specific and different customer groups- they do not try and please everyone

The problem that most golf clubs and venues have no idea what they really are in the first place. Many desperately try to be “***All things to all people***” to get as many potential members/visitors as possible.

These venues always end up disappointing everyone.

Others live in their own echo chamber and delude themselves (and visitors) with statements such as “***One of the best courses around***” – if a venue is going to create such a clear and powerful expectation in the mind of a visitor it had better live up to it.

Visitors will never forget or forgive if it doesn't.

Humans are the planet's experts at evaluating environments to see if they were as good as expected- this is especially true of golf venues. If an environment fails to live up to expectations evolution has built in a sense/emotion of ‘***Disappointment***’ as the resulting feeling – and it is incredibly potent. Millions of years ago this meant our ancestors simply moved onto pastures new. The same thing happens with many golf venues who then

struggle to understand why that visitor never returned or was not converted to being a member.

The important thing here is that human beings do not actually mind if an environment is not a perfect utopia - but they despise an environment that fails to deliver on its promises and their resulting expectations.

Just as cars come in many forms (e.g. the Honda and the Ferrari example), golf venues can come in many guises – each successfully catering to a different customer profile in the market. There is no right or wrong, a club/venue can be as formal or as relaxed as it wants as long as it is clear on what it is and makes that clear to all potential customers.

“No golf venue can be all things to all players”

The challenge is that too many venues create a completely unreal set of expectations in the first place. They present as both Augusta National and the bar of the TV series ‘Cheers’ - leading to a psychological contract/customer expectation that is impossible to deliver.



ANGC and Cheers – 2 authentic experiences but a venue really cannot promise to be both.

Principle 14.3

“The Experience Starts Long Before the Player Arrives”



Most venues seem to think that the **‘Experience’** only begins when the player enters their clubhouse – or even worse when the player gets on the first tee. In this connected world a potential customer interacts with you long before they arrive. Get this bit of the experience wrong and you will lose visitors or potential members - and never know that they even existed.

The key to success in this area is to have a dynamic and attractive presence online. For the vast majority of venues this means your website. This is the place that most visitors/potential members will look first.

This website really has to be kept up to date both in terms of look, feel and content. Someone must be dedicated to maintaining it **EVERY DAY**. Too many venues create a website then leave it to rot. This is an area that is, slowly, improving in golf, but a lot of venue websites still leave a lot to be desired.

Going forwards golf venues must really adapt to the world of social media. The rise of the smartphone and social media influencers is now core to the commercial success of any organisation.

If a venue wishes to survive and thrive it needs to grasp the nettle and get active in this area- like the website that means someone must be dedicated to keeping that stream

live and relevant- in a lot of golf venues it is still an afterthought and people quickly click away from a jaded website that clearly has not got any current content.

Whatever methodology a venue uses to promote itself to visitors or new members it must ensure that the experience that visitors have lives up to the public promises made. This is a key aspect of the psychological contract that a venue is signing up to with the potential visitor/member.

How many golf websites have statements like :

“One of the friendliest clubs around”.

What contract does that make in the mind of a potential visitor? How true is that statement? How many visitors are then brutally disappointed when they contact the venue (online or by phone) only to never get a response back? The simple truth is that a lot of golf venues are woeful in the way they treat potential new customers.

How many golfers have entered a clubhouse and have felt like they were in “*An American Werewolf in London*”. Remember that opening scene when the two American visitors enter “*The Slaughtered Lamb*” pub? All the locals immediately fall silent and stare at them with undisguised hostility?



Even worse, how many visitors enter the clubhouse and are then just simply ignored?

Play to your real strengths – don't make a contract that you can only fail to deliver because it is not true. This will trigger those immensely powerful feelings of ***“Disappointment”*** in the subconscious brains of your visitors from the very start. If your venue has a huge waiting list of people hoping to join perhaps these aspects do not matter. However, most venues now realise that the COVID bubble has well and truly burst, golf is now facing the realities of life in a harsh new world.

The way a venue treats people in their initial interactions will be a key element of future success.

Principle 14.4

“First Impressions Count”

One of the reasons that Kahneman got his Nobel Prize was that he recognised that humans are just advanced primates. A lot of our instinctive behaviour is driven by the deep lying circuits that our ancestors evolved long before we first left the trees and started to walk upright on the plains of Africa.

On those savannah plains mammals are usually divided into Predators or Prey and their brains are honed to their place in the ecosystem.

Lions are the apex hunter at the top of the food chain. Their brains are always in ***‘Predator mode’*** as they swagger with relaxed confidence knowing that there is very little risk to their survival from other animals. On the other hand, gazelles are almost always in ***‘Prey mode’*** on the alert for danger and ready to run.



The lion looks for prey, the gazelle for predators. The primate looks for both

Humans, like our ancestral primates are both. Human brains flick quickly from **‘Predator Mode’** to **‘Prey Mode’** in a blink of an eye. When designing petrol stations, it was important to create an environment that put customers in **‘Predator mode’** when they feel they can swagger with the same relaxed confidence of those savannah lion prides.

The modern petroleum retail experience is cleverly built to create confidence and reassurance in a wary monkey mind. If a customer feels isolated, exposed and unsure it will trigger **‘Prey Mode’** - they will get out of there as quickly as possible. No hanging about to choose chocolate for them.

In many golf venues there is no thought given to the journey between car park and entrance to the club for a visitor. The signage on where to go is ambiguous at best and non-existent in many cases.

In a very prestigious golf course, I observed that visitors were asked to sign into the pro shop. However, the wooden sign pointing the way was misaligned. It directed visitors to an ivy covered, 6 feet tall brick wall – causing them to stop, feel bewildered, anxious and exposed. When primates are it exposed it triggers **‘Prey mode’**.



Never make a visitor have to pause and stop out in the open. They feel extremely vulnerable and go into primal, primate ***'Prey Mode'***

At best it will mean that they ***'Feel'*** awkward and unhappy at the venue which will colour their whole perspective and memory of their visit.

At worst (and we have many anecdotal descriptions of this happening) they simply turn on their heel, retreat to their PoS (their car) and leave.

Make the trip to the check in point as clear and as smooth as possible, put your visitors in a relaxed frame of mind before they even get on the course.

Principle 14.5

“Till/Cash Register Positioning Matters”

The next time you are fuelling your car look at the placement of the till (cash register). It is always at the customer facing side of the building and the queue (line) of customers waiting to pay can be seen through the big plate glass frontage.



You can see inside the shop and see the till at the front to enable your subconscious brain to check for predators

This is no accident, primates are always looking for groups of other primates to assess if they are safe or are being harassed by predators. When they see a line of little

monkeys standing safely in a row without threat their Mammal Brain sends a signal to the Lizard brain to switch of their fight or flight systems.

In golf, typically, most visitors are directed to the Pro Shop as their first touch point. To help their Mammal brains send that safety signal it would be best if the pay point is positioned near a window. This enables the visitors to see both the cashier and any line of customers.

Just like the petrol station the sight of little monkey shapes standing safely without threat from predators puts the visitor into a very secure state of mind. This sets the foundation for much stronger feelings and memories across their whole experience.

Principle 14.6

“Light up That Doorway”

Primates are programmed to stay away from dark doorways. This is a visceral and extremely powerful emotion – there is a significant amount of research in terms of how intelligence agencies use doorways as part of their interrogation strategies as they create such an emotional impact on people.

No primate or monkey group has ever inhabited caves. Only our humanoid ancestors entered caves and that was not until they had mastered fire. Until that point primates stayed well away as those dark entrances are the perfect place for a predator to conceal themselves. The monkeys that did enter caves quickly removed themselves from the gene pool leaving modern humans to inherit the genes and neural structures of those with a strong aversion to these entrances.

Humans are hard wired to avoid dark doorways.

Every Hollywood producer knows a dark door can be very scary – in the cinema the audience practically screams at the actor ***‘Don’t go in there, something bad is lurking behind that door’***. Yet this type of dark entrance is incredibly common in many sports venues and there are myriad tales of visitors turning away at the entrance just because it ***‘Did not feel right’***.

A safe doorway is very well lit both on the outside and inside. It is, typically, glass from top to bottom and often has glass side panels. With these side panels the wary primate can see through the entrance to the well-lit, predator free, cave beyond. Importantly they can see either side of the doorway and this will show them that no unseen predators are hiding just inside the entrance to the sides waiting to pounce.

It is advised that venues take very specialist advice in this area as just adding lighting without understanding can create more problems than it solves.

It is quite remarkable that so many golf venues still have dark, shadowy entrances that trigger the Mammal brain to light up every ***‘Fight or flight’*** circuit in the Lizard brain.



The owners of the store on the right understand that the ability to see inside and assess the environment creates confidence in potential customers

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Principle 14.7

“Entering Unknown Territory”

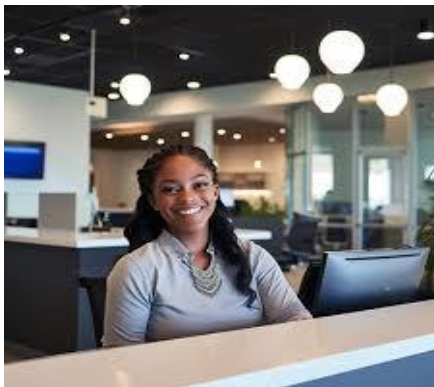
Primates, like most mammals are also extremely territorial. Instinctively they understand that there is a massive risk if they stray into a patch belonging to another troop. As such they will stick to their own patch and tribe in most cases.

When a visitor arrives at a golf venue for the first time their Mammal and Lizard brains recognise that they are going into the **‘Territory’** of another group. The warning circuits in those parts of the brain begin to hum and that visitor is extremely sensitised to any perceived threat- they are completely switched into **‘Prey Mode’**.

The welcome that they get when (or if?) they manage to get past the obstacle of the dark entrance will be key to the development of their long-term memory of the venue.

Great golf venues ensure that any new visitor is given a warm welcome.

These venues recognise that some staff are just natural **‘Meeters and Greeters’**. It is within the gift of all golf venues to control the welcome that any new face receives from their staff.



Does your venue always have a warm and happy smile awaiting visitors or do they get greeted by the taciturn old golf pro?

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The best venues choose front of house staff wisely and invest in folks that love to meet new people. They make sure it is that smiling face that a visitor sees first . Having a warm and genuinely empathic welcome from a stranger is key to making people feel relaxed and wanted. A friendly smile always switches off **‘Prey Mode’** in the wary visitor brain.

Principle 14.8

“Are My Belongings Safe?”

The Mammal Brain is hardwired to understand that it takes a lot of hard work to collect resources like food. Hence, they get very distressed when that store of food they had hidden for the hard winter months gets stolen by competitors. That circuitry still lights up over our feelings about our 21st century **‘Hoards’**.

In sport we often see that when a player or team has built up big lead then freezes. Up to that point they were in absolute **‘Predator mode’** and were freewheeling along. Then there is the realisation of just how much they have got to lose and instantly switch into **‘Prey Mode’**. Their performance drops through the floor as they try and protect the assets they have built up from other predators. All mammals are subject to this fear of loss- including visitors to your golf venue.

These feelings have been amplified in the mindset of humans by the COVID pandemic which has sensitised a generation to the importance of security.

Being able to go out and play secure in the knowledge that all your important assets are safe is another area where many golf venues simply do not invest enough. The security of guest valuables seems to be a very low priority. Often this fear is compounded by signage which states that:

“Club x takes no responsibility for any items left in this locker room”

These sorts of messages only send your visitor/guests into heightened 'Prey Mode'. Their subconscious brain interprets it as saying:

“DANGER!! - You are surrounded by predators”

This is most unlikely to create the mindset of safety and confidence that is a prerequisite to making golfers fall in love with a venue. If you send people out onto a course with that latent worry at the back of their minds they will simply wish to rush through their game and get back to check on their prized possessions. They will not relax and enjoy the experience - it is unlikely they will rush to return.



Just how safe are your lockers? Do they Inspire confidence

On the Course Itself - Principles 1- 13

On the actual golf course, the original Mackenzie Principles are as relevant as ever. In the 2024 survey they ranked as follows:

1. The course should be arranged so that all levels of player can enjoy their round
2. The course should be so interesting that all players -even scratch players - are constantly stimulated to improve their game
3. There should be a lot of variety in the strokes used to play all of the various holes (you should expect to use all the clubs in the bag over 18 holes)
4. There should be a minimum of blindness for the approach Shots
5. There should be little walking between a green and the next tee
6. Every hole should be different in character
7. There should be a number of heroic carries with an alternate route for other players
8. There should be a complete absence of the annoyance and irritation caused by the necessity of searching for lost golf balls (a minimal amount of/or lack of rough like Augusta)
9. The greens and fairways should be sufficiently undulating
10. The course should have beautiful surroundings
11. There should be a large proportion of good 2 shot holes (par 4) and at least 4 one shot holes (par 3)
12. The course should be equally good in winter and in summer. The texture of the greens and fairways should be perfect, the approaches should have the same consistency as the greens
13. Where possible the course should be arranged in 2 loops of 9 holes (assumes 18-hole layout)

Over the 15 years of the survey there have been small changes in the rank ordering of each principle. None particularly important scientifically. However, there were some interesting changes identified when younger Generation Z participants were separated

out as a unique response group- see below. Generation Z is defined as those born between 1997 and 2012. They were aged 12 – 27 when this survey was run.

Principle 14.9

“Plan for the Next Generation”

The initial results began to identify a number of, unique, insights from Generation Z. As Such *PSYenz* set up a number of follow-up workshops specifically for members of this group. These workshops had both golfers and non-golfers.

The main issue for this group was **‘Perceived Fairness’** which is an issue for the global golfing bodies and discussed at the end of this document.

However, there were two key aspects of the golf experience that both groups highlighted as important to them:

- **14.9a- Social Media**, this group are surgically attached to their smartphones. As stated in Principle 14.3 the experience starts long before the golfer gets to a venue.
- **14.9b-** This group ranked the Mackenzie Principle that the course should have beautiful surroundings much higher than any other group. At the workshops it became clear that the ability to post beautiful pictures on social media was a key driver for this score. This behaviour fundamentally underpins Principle 14.10 below.



Principle 14.10

“The Selfie Spot”

The Zoomer Generation (Gen Z) were the sector of the study for whom the ability to post beautiful pictures was the most profound. However, in discussions with other sections of the response profile it became clear that this need is more widespread.

The neuroscientists at *PSYenz* are of the opinion that this element of the golf experience will become more important in the future. This view is predicated on the evidence that:

1. Smartphone and social media usage will grow across the world population
2. This generation (and the previous Millennials) will quickly become the majority of people taking up and playing golf (Gen Z already makes up a quarter of the global population)

Informal discussions with the Millennial (1981-1996) and Generation X (1965-1980) respondents suggests that they are actually equally keen on posting their golf exploits on social media – particularly when they visit other courses. The difference in all these groups is usually the platform of preference. Older respondents prefer Facebook/Twitter X whilst the newest entrants to golf are more likely to be on Instagram or Tik Tok.

Whatever the platform, all golfers like to get a pictorial **‘Badge of Honour’** – particularly when they visit a new venue or course that they can share with others. The Challenge they have is where to take that picture and how to set up the camera to get the whole group into shot.

This represents one of the easiest things that any golf venue can design and deliver into their offering- yet so few actually bother which is a massive own goal for the industry.

On any golf course there is that one view-point that stands out above all others. It is the point where everyone stops and pauses for a second as they survey the scenery in front of them. In 99% of cases it is usually a tee that is likely to be at one of the higher points on the course allowing the player to survey the landscape around them.

This is another thing that is hardwired into our species, we love ***‘A room with a view’***.

All mammals love to look out on a vista. It enables the predators to observe prey and the prey to watch out for predators. As primates we are both, so it is doubly important in our DNA.

Golf venues need to identify where that view is and make sure that it is clear to visitors in advance so that they can prepare as they get close to it. Most importantly the venue can get massive free advertising by framing that ***‘Selfie Spot’***. so that the name, logo and contact details of the venue are always in the shot. They can even assist by having something in place that will hold the visitor’s smartphone as they set the timer and run back to join their buddies in that heartwarming shot. This picture will make other potential visitors envious and more determined than ever to make sure they get their picture at the same spot. Clever venues will enable visitors drive that feeling in the wider golf market at no cost.

Principle 14.11

“Tell a Tee Time Story”

Most of these new principles focus on our subconscious primal brain circuits but this one is all about our advanced Homo Sapiens brain.

Long before human society developed writing, the key to passing on knowledge was in our oral traditions. Typically, this would be through stories that were told around the communal campfire passing knowledge from one generation to the next. Even today we use fairy tales to teach children about morals and behaviour through the medium of a story.

All human beings love a good story. These stories and tales are the glue that binds humans to ***‘Special Places’***. On every course there are myriad stories that develop over time. They are usually associated with particular holes. Most clubs and venues however do not take advantage of them and rely on the regular players/members to keep them

going and share them with the next generation. This risks the venue losing the story a link to a '**Special place**' in the mists of time.

Venues need to gather these stories together. They need to promote them on their websites. Most importantly they need to have that story told on the tee. It should be put on the tee marker board allowing any visitor group to read the story and build an emotional attachment.

When this is done well it turns each visitor into an '**Ambassador**'. Sharing this knowledge enables them to tell a story:

"I played at xxxxxx course. Did you know that, on their 14th hole.....?"

It enables visitors to get a conversation going about something unique and special at your venue – either face to face in the 19th or on social media. Either way your venue will be promoted as the '**Campfire story**' that visitors can share.

Principle 14.12

"Create Psychological Ownership"

How many people now have an 'Alexa' from Amazon in their homes? Basically, it is just a computer console with a speaker. In most Sci-Fi shows this type of tool is simply referred to as '**Computer**' when the crew of the stricken starship communicates with it.

At Amazon they were much cleverer as they humanised their tool by giving it a name. This is called '**Anthropomorphisation**' – when an inanimate object is given human like qualities. This is something that humans have been doing for aeons – sailors always refer to their ship as 'She/her' – not 'It'. This approach creates much deeper psychological ownership and responsibility amongst users.

It has been shown that, in public parks, enabling the public to name that area (or part of it) creates much higher community and social responsibility for it. People just take much more care of it as they '**Feel**' much more connected to that land.

If you look at the original courses in Scotland all the holes had names – not numbers. Over time this has generally gone away (due to TV and media preferring numbers) not names. Many local courses have followed suite even removing the hole names from scorecards. NB note that hole names are still mandatory at iconic course like Augusta national- they know their psychology at ANG. C.

In the view of the neuroscientists at *PSYenz* the loss of the hole names is a classic case of **‘The law of unintended consequences’**. It has led to a disconnect between players and the course and an ensuing drop in course care behaviours (e.g. repairing pitchmarks).

If the course already has hole names, it is suggested that these are highlighted (in bold) on the scorecard during the next print run so the hole name stands out to the player. However, this by itself is not enough. To really build that ownership the course needs to **‘Tell the story’** of why that hole got that name. In line with Principle 14.11 this should be shared on both the website and on each tee marker board – it is part of the history and heritage of the course.

If the course never had hole names, if these have been lost over time or the reasons behind a name are no longer known than it gives a venue a great opportunity to involve members and players in a hole naming event.

Enabling current users of the venue to bring their course to life by giving a hole a name (and the story behind it) creates an immense feeling of psychological ownership.



A classic sign but no indication of the hole name or why it is named thus (if there is a name) - a lost opportunity to make a psychological connection with the course

It is not just individual holes but loops of holes (can be any number does not need to be the traditional 9) can also be brought to life by giving them a name. Just think about the psychological power of **'Amen Corner'**, I don't even need to tell you what course I am talking about- you already know.

If you look at many places around the world there is often a 'Local' place name for certain areas and a story to go with it. For example, "Spooky Hollow", "Beggars Hill". These names don't appear on official maps but **ALL** the locals know the name....**and the story behind it.**

On top of naming holes to create psychological ownership this principle can be powerfully enhanced by the way that language is used about the course – or loops within it.

On notice boards it is important to emphasise psychological ownership with phrases like:

"Welcome to XXXXX Links, your course is waiting for you"

"Welcome to your Amen Corner"

It is the word **'Your'** that is the vital component here.- psychological ownership is key to the success of any venue.

The other thing that is required is to subtly alter the language used by staff when discussing the course or loops – try to move away from "It" to **"She"**.

Just like the sailors of yore bring the course alive in the minds of your players and **'Anthropomorphise'** it.



Sailors still humanize their ships today as they have done for millennia

Principle 14.13

“Not all Holes Were Made Equal”

In the TV ad break the first thing a viewer will see is that “***This programme was sponsored by... Product /BRAND X***”. Just before the programme comes back on air the same product or brand will be the last thing the viewer sees in that ad break.

Sponsoring programmes like this comes at a premium price. Once that the big brands are happy to pay because they understand the psychological power of what they are doing.

In Psychology it is called the:

‘Primacy/Recency Effect’.

In a list of things/events you are far more likely to store the first and last events in your long-term memory. This impacts all sorts of things such as remembering the details about the first and last candidate at a day of interviews is easier than the ones in the middle.

To the human brain Golf holes are simply a list of chronological events especially if they are numbered (1-18) and not named.

Hence any visitor will have a very good recall of the first and the last hole – way above their memory of anything else.

In terms of your greenkeeping and course investment budget these two holes need to be prioritised above the rest.

However, even the rest, the ones in the middle are not equal either. Hole’s 9 and 10 are their own last and first respectively as golfers tend to split the course in two loops of 9. They should also be prioritised as they are the last and first holes in their respective loops.

Out of the other 14 holes the science is quite clear. Most golfers will remember another 4 holes clearly – all the rest will fade into the ***'Mists of memory'***.

Most people like to think that they have a smartphone or video camera in their head and that they have perfect recall. The simple fact is that the human brain is unable to store everything it sees and hears so it is very selective and edits memory to recall selective bits – and normally it likes 8 pieces of information.

How many of you can recall your childhood (fixed line) phone numbers? You may even recall the numbers of long lost friends and family.

Now look at how good your memory is for modern mobile or cellphone numbers.

This is no coincidence. If you look at the old landline numbers they were always 7 or 8 digits long (3 or 4 digit area code and 4 personal digits).

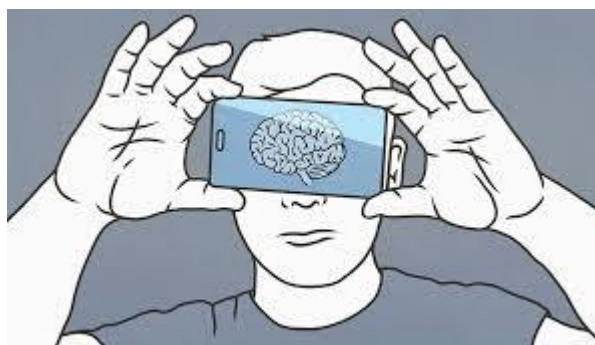
Now look at a modern Mobile/Cellphone Number – it is 10 -11 digits long- far too long for our brains to easily remember and recall. Let's face it how many times do you struggle to recall your own number let alone those of others? If you don't believe that try getting a new number – everyone who gets a ***'Work'*** phone usually keeps it in a drawer and only hands out their personal phone number as it's much easier to remember.

It is the same with golf holes. There are ***the 'Magic 8'*** and you need to be clear what they are for visitors – which can be different for regular players. Holes 1, 9, 10 and 18 are a given (usually – but not always in rare cases). It is the other four that are key to the memory and the ***'Feelings'*** that golfers take away from a visit to any venue.

It is vital to ensure that your venue scientifically analyses what these other 4 holes are in the minds of visitors (see Principle 14.17 'After the Ball is Over'). Then you need to prioritise the upkeep, look and feel of all your ***'Magic 8'*** holes a smidgin above the other 10.

Combining the work of Nobel Prize winner Kahneman and neuroscience knowledge it is these holes that will drive how visitors will ***'Feel'*** about your course.

The human brain is not a cold smartphone or video recorder. As all police or accident investigators know the actual memory of an event that is laid down in the human brain is incredibly prone to being affected by the emotions that the person was feeling at that time.



Even when it has been laid down a memory is not solid and unchangeable. You may have delivered a perfect experience for 17 magnificent holes but if hole 18 is a let-down it will change the way the person feels **AND** their physical memory of **ALL** the previous holes – no matter how good they were. Similarly, it can just take one badly presented **'Magic 8'** hole to have a surreptitious negative effect on the other 7.



Not all holes create magical memories – which are your Magic 8 ?

As Kahneman showed, feelings drive 90% of our decisions- you need to send every visitor away from your venue **'Feeling'** incredibly positive. On the course itself that is down to just 8 holes and every course needs to investigate which ones they are from a scientific viewpoint.

Principle 14.14

“Hope Dies Last”

Strokeplay golf is tough. It is incredibly easy for the wheels to come off early and then it's going to be a long day for most players. The golfer has nothing left to play for but pride- but will the golf course design allow them to enjoy the rest of it? Only if it gives them **‘Hope?’**.

In golf neuroscience research it has become very clear that, for the average golfer, there is a very high probability that they will have one big blowout score or a few bad holes that means they have no chance of getting close to their handicap or winning the trophy of the day.

This is incredibly deflating and can ruin the day of even the most happy-go-lucky personality. Given that only 2% of golfers can regularly break 80 this is a feeling most know all about.

The average player struggles with the consistency needed to card a good medal/strokeplay round. However, not is all lost in terms of recreating that spark and passion when the overall score is gone. In our research *PSYenz* noted that some golfers were more resilient than others when their round collapsed. They were able to keep on going with a spring in their step when others trudged slowly towards the end of their torment.

On inspection of the data the neuroscientists at *PSYenz* discovered it had nothing to do with those players possessing some inner core of steel that us lesser mortals do not have. Instead, it was all to do with the course design and its emotional impact on the mindset of those golfers. The key difference here was that they played on a course that had a short par 3 (149 yards or less) as either the 16th or 17th hole- with the 17th being much better than 16th in terms of the effect.

No matter how high the handicap most golfers can reach these distances off the tee. Every golfer knows they can produce '**One good swing**' and that is all that is needed on a wee par 3 to get them into a position to nail a putt for a birdie 2. Getting a gross birdie is always a joy - especially if you are in a club sweep for the 2's pot as many golf clubs, societies and buddy group swindles run. You may ask if a short par 5 or Par 4 has the same impact? The answer is no. For the average player they know they have got '**One good swing**' in the bag but they are not as confident that have two or three in a row which would be needed on the par 4 and Par 5 designs. Only the short par 3 in the finishing holes has the ability to create the '**Hope**' that is needed to rescue a broken round. For as long as there have been humans, people have said that "**Hope dies last**" - but it certainly will die on the course if the design has a long hard finish. Creating that reachable one-shot par 3 in those finishing holes gives everyone something to play for right up to the end. For courses that want to deliver a great golf experience and ensure their members/visitors leave wanting to come back for more *PSYenz* strongly recommend putting a short par 3 hole in as the 17th.

Importantly short does not mean easy, take 'The Postage Stamp' at Royal Troon (hole 8), Golden Bell (12th) at Augusta National or the 7th at Pebble Beach - just mere flicks for many - but still incredibly tough. What makes them so tantalising is the fact that they are well within the range of the average player. They always create huge psychological anticipation and hope in the minds of every golfer no matter what their handicap. With a short par 3 at the end the course designer can ensure that the power of hope to create joy in the game does not die early in the round.



The Postage Stamp at Troon – just a wee flick but it can be deadly

Principle 14.15

“Après Golf”

This principle is inexorably linked to the earlier principles about brand and expectations. The weary golfer will adjourn to the changing rooms and showers and then the 19th (ok some may go straight to the 19th). Either way they will have a very clear view of the facilities and Food and Beverage experience they are expecting based on the **‘Psychological Contract’** that was struck in their minds before they arrived. Whether you offer a **‘Cheers’** or **‘ANGC’** type experience is immaterial to your success. What is important is that you deliver on the contract to calm the primate mind.

Principle 14.16

“The Collective Unconscious”

There is a very famous business saying – credited to business management guru Peter Drucker:

“Culture Eats Strategy for Breakfast”

Really successful organisations understand that it does not matter how good an idea, strategy or product is. If the culture of the organisation is poor it will undermine all of the above and lead to failure. The world is littered with the corpses of organisations that were once global behemoths (Lehman Brothers, Eastman Kodak etc). Postmortems of their failure has always pointed to culture and behaviour being at the heart of it as organisations are made up of people and how they interact.

Like the cars analogy in Principle 14.2 there are no right or wrong cultures. The culture at a successful organisation like Shell will be the antithesis of the culture at an equally successful organisation like Facebook or Virgin.

However, all these organisations are very clear on who they are and seek to attract like-minded people who fit that culture. They understand that they cannot be a culture that works for everyone.

The challenge for golf venues is that the vast majority of individuals who utilise the venue each day are not staff – they are either members or visitors.

For the venue to be successful it needs to clearly analyse what the psychological typology of the users of the venue is. Understanding their typology will determine the next steps. The typology spread of the golfers will be a major factor in driving the group behaviour and culture at the venue.

Primates are troop animals. It is a danger to be on the outside of the group, so our species is very adept at analysing the typical behaviours and ***‘Mirroring’***.

Mirroring is hardwired into us – we adapt our behaviours to those around us and we can do it at high speed. This is particularly noticeable in accents. It does not take long for people to adapt their accents and pick up a bit of the ‘local twang’ – eg. The European golf pro living in America.

It can be even more powerful with nonverbal behaviours. There is a classic experiment where people are filmed as they go into a lift (elevator). Normally they will face the exit doors that they just entered from. However, if the lift is full of experimental stooges who are deliberately facing 180 degrees away from the door to the rear wall then almost every single human being will do exactly the same



In the elevator (lift) on the left people are standing in the normal doorway facing position. On the right is an experiment that has just completed - all the individuals have just been informed that they are being filmed standing backwards (towards the rear wall) because that was what they found everyone else doing when they entered.

Humans are hard wired to mirror the behaviour of the group around them. This is due to "The Collective Unconscious".

But different personality types behave in different ways. This can often be the key catalyst for the culture in a golf venue and the behaviours visitors notice when they first arrive.

If the visitor likes that type and culture they may stay. However, they will want consistency and that is what lets most golf venues down. The visitor will be looking to see that the physical environment and cues are matched to the behaviours that they are hardwired to notice and emulate in terms of the other golfers that they observe.

The visitor will also be subconsciously assessing the staff behaviours, values and culture and comparing them with the behaviours and culture that they observe in the other golfers, visitors and members.

To put a visitor in a relaxed and secure mindset about any venue there must be ***'Psychological Consistency'*** in terms of the behaviour of both staff and other golfers as well as the physical cues around the building.

For any venue to deliver that consistency it has to have carefully and effectively evaluated it in the first place.

The simple fact is that most golf venues have never delivered an effective evaluation of the psychological typology of their users or have any idea of the compatibility of their staff and their environment with the behavioural culture that those typologies create.

This only leads to massive inconsistencies. These inconsistencies are immediately noticed by the visitor – human beings do not react well to inconsistencies in the people and the environment around them. It puts all of us on edge.

Even if a visitor feels '**Matched**' with the culture exhibited by one of the variables in the venue the mismatch with the others will put them in '**Prey Mode**'. This will drive them to leave and look elsewhere for a culture where there is less inconsistency to drive the warning circuits in their Mammalian and Lizard Brains.

Latest neuroscience has led to the creation of the modern Archetypes of Internalist and Externalist types and the importance of '**The Collective Unconscious**'. This drives individual human behaviour but as part of a group- rather than the individualist models that underpin the traditional approaches to market research.

Recent advances in neural analysis have shown that these are incredibly powerful concepts when applied to human societies.

Now, this cutting-edge approach is being applied in modern computer science and by organisations like NASA.

At PSYenz we have been quietly researching and developing new a model to bring these insights into the golf sphere. This model has been utilised by one of Golf's leading brands to drive their whole strategic approach in 2024 based on an in depth understanding of golfer personality.

Our Neuroscience team has been stunned at how accurately the 8 types portray the members and visitors to golf clubs.

Our research has shown that there is a huge correlation between psychological type and how that drives '**The Collective Unconscious**' to create club culture.

The 8 Types and how they apply to your venue to create 1 of 4 core cultures are shown in the model overleaf.

The model is measured by an online assessment tool given to the club members. The spread of personality types is mapped to give an idea of the prevailing culture and subcultures in any group. This model is combined with the General Manager Culture inventory (GMCi).

The GMCi enables the General Manager (and/or Board) to evaluate where the club is now and where they wish it to be in the future. The GMCi is assessed against a well validated model of corporate culture from the world of business psychology.

This approach enables any GM to understand:

- **What Personality types there are within their club**
- **What cultures are driven by that spread of types**
- **How to train staff to recognise each type and tailor their approach to create complete customer/member satisfaction**
- **How to design their approach so it meets the needs of the member type/s**

Importantly it enables the Club GM to evaluate where the inconsistencies are that drive so many visitors away – never to return

The 8 types and the associated 4 cultures

Externalist Type	CULTURE	Internalist Type
Activists	<i>Detail driven with a focus on the here and now, the practical immediate and real rather than vague abstractions. Will want to be able to see, touch and feel new things to be assured that they work in the real world</i>	Verifiers
Brainstormers	<i>A culture defined by looking at possibilities ideas and abstractions about what the future could look like. A need make connections between ideas, things and people. Will be driven by the club's place in and impact on society</i>	Connectors
Systematics	<i>A culture driven by internal rules, processes, procedures and policies. All reports and ideas to be fully backed up by deep analysis, data and logic. A preference for known theory rather than abstract innovation</i>	Analytics
Harmonics	<i>A people focussed culture driven by personal values and the emotional impact of the club on the people it serves. Will be driven by a need to produce ideas that drive harmony within the club and externally with society</i>	Idealists

Each type is as good as the others – choose the right one

Principle 14.17

“After the Ball is Over”

This principle is inexorably linked to the earlier principles about brand and expectations.

The best organisations maintain an active relationship with visitors if they want them to return or promote them to others. Just how good are you at collecting visitor details and making sure they feel **‘Connected’** to you? Connection and being part of a special group is something else that is hard wired into us. Primates are troop animals which is why loneliness is such a silent killer in modern society. Smart organisations utilise that need for connection and are extremely efficient in fulfilling it, do you?



Being part of the Group is a core driver for all primates and humans – so great venues cultivate it

Modern technology enables the creation of a network in a way that was unheard of just 25 years ago. A club or venue can maintain an electronic relationship with all its visitors through social media.

The really clever ones will ask visitors to send in their pictures which can then be posted on the club sites on social media.

For the modern generation it's a bit like being in the newspaper or on the television. Visitors will shout about it from the rooftops if a venue puts their picture on the newsfeed/website/social media.... A massive pool of free advertising.

Principle 14.18

“No More Amateur Hours??”

If you feel unwell you go and see a qualified doctor. When it's time to submit your club's accounts you get them signed off and audited by a registered professional in that field.

So why would you leave the assessment of your golf venue to unqualified amateurs?

Some will get feedback from '***Mystery Shoppers***' who are likely to have only had a tiny bit of training on how to complete a rating excel spreadsheet - that likely pays no heed to the real areas that impact human emotions.

They are well meaning but more likely to be out for a bit of a paid golf jolly with their buddies – just how scientific and credible is their feedback? They are committed golfers – if you are looking to grow your club by attracting new players what insight can they bring to this sector?

NOT that they do not add great value – if used wisely. If you want to grow your visitor population and revenue you may wish to get your course into the highly influential 'Top 100' golf course ranking and ratings run by many magazines. You may also wish to put your venue forwards for the ever more powerful annual awards for golf venues.

PSYenz would suggest that this group will be a very good resource for testing out your changes and innovations as a result the feedback provided by experts in the human Experience like *PSYenz*.

The impact you have on the brains of these visitors is very likely to replicate the psychological impact that your changes have on the minds of the assessors sent in to

formally evaluate your offering for ratings or awards. Even those raters who claim to only look at the course will not be immune to the impact of all the elements you have put in place before they strike their first tee shot.

You can send all your assessors onto that first tee as a relaxed and swaggering predator or as an anxious, unhappy individual as their '**Inner Chimp**' (first described by Dr Steve Peters of the all-powerful British Olympic Cycling team) screams at them that it is in '**Prey Mode**' and does not really want to be there.

Having worked with elite teams and Olympians the psychologists at *PSYenz* can confidently say that success at these levels is rarely about being significantly better than all the others. It is all about fine margins and being just 1% better than your opponent will create a win.

It will be the same for these elite golf rankings and ratings – there is rarely a 'Poor' venue in the top 1000 let alone the top 100. But as successful Olympic and professional sports teams know – if you get that 1% added advantage it can make a huge difference To the final result.

If you want to get that added advantage it might just be extremely cost effective to bring in an expert to get it. Too many clubs only listen to the input of their more vocal members/committees and never get an independent view from an expert.

If you really want to look at the psychological impact your venue makes on visitors and potential new members then do it properly and bring in a professional in the science of the human experience. In this world you will usually get what you pay for – go cheap and you will, typically, have to take the more expensive option later when the cheap option fails to deliver.

Don't waste precious time resources and money on cheap options that will only mislead.

4. Lessons for the Golf Authorities

“Generational Differences are the Key to Future Survival ”

Although the study was mainly aimed at golf venues to enable them deliver a better experience there were certain results that had implications for the major golf bodies who develop the rules of the game.

During the study it became clear that there was a subset of individuals who were particularly vocal about the issue of fairway divots. On analysis it became clear that all of these individuals were from generation Z. (born 1997- 2012 age range 12- 27).

PSYenz/SPL decided to investigate this by running a number of focus groups with both golfers and non-golfers in this age range. In those discussions not a single participant felt it was fair for a good shot to be punished due to a lack of care/etiquette- especially if that lack of care is from a fellow competitor- who did get a good lie.

In previous generations golf has been able to maintain a rules culture based on the notion that golf- like life - is not always fair. However evolutionary neuroscience has shown that humans (like most animals) are hardwired to detect when the environment is unfairly slanted against them – a core survival instinct. Generation Z are the first generation that will not simply accept and put up with a culture that tells them to ‘**suck it up**’. Any sport/leisure pastime that fails to adapt to this sea change in human culture will struggle to grow or even maintain participation levels amongst this next wave of potential players.

On this single issue PSYenz/SPL would advise the R&A and USGA to investigate the extension of ‘**Winter Rules/pick and place**’ all year round as this removes the challenge of defining what a divot is in the fairway.

A wider review ought to be taken on all of the rules and how they may deter new players.

This research would suggest that a focus on generational differences in values are likely to be far more important to the future of the game than a focus on other variables such as gender.

People will always remember how you made them FEEL long after the detail of the visit has faded

If you wish to get a Modern MacKenzie Assessment from our experts in psychology please contact us on:

**psych@sportpsychology.co.uk
info@Psyenz.org**

07806 794 527

For international callers from outside of the UK it will be:

00 7806 794 527

(don't try and remember the number as it has too many digits for the Magic 8 in your brain!)