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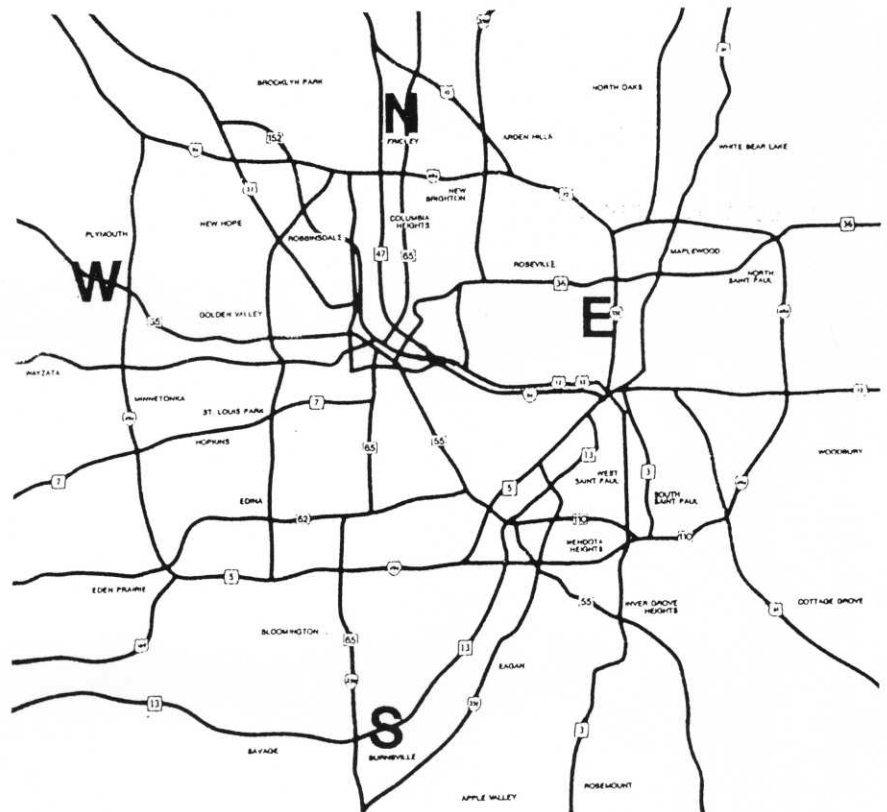
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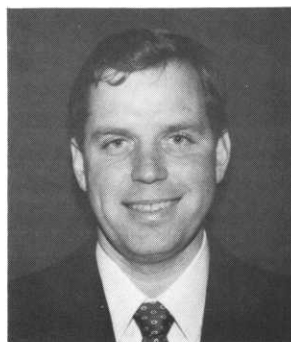
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FROM THE PRESIDENT'S DESK

SCOTT HOFFMANN, CGCS

Tired would seem to be the best adjective summing up this season's emotions. Tired superintendents, tired staff, tired irrigation systems and tired grass. Take heart, fall is here with its magical powers of regeneration. If you haven't already done so, consider a couple well-deserved days off. With those creative juices rested you will be ready to dive into those fall projects full force.

It was heart warming to see the fine turn-out for Kurt Erdmann's retirement dinner at our August Superintendents' Championship at Rochester Golf and Country Club. Kurt is a very deserving recipient of our appreciation and that of his club. Special note should be made of the excellent relationship Kurt shared with his members and especially with that of his golf professional, Paul Pehler. Should be a message in there somewhere for the rest of us.

Keith Scott and Fred Anderson, our Research Committee Chairmen, have been sailing smoothly this season with great progress made in the Poa/Bent competition studies as well as acquiring a \$3,000 grant from the University of Minnesota in support of this research. If your club or business has yet to donate, I am almost positive Keith and Fred will still accept and cash your check, regardless of its date.

It's not every year Minnesota hosts a major golf event. This year we were privileged to host three. The host superintendents and their staffs should be recognized and congratulated for the outstanding contribution they have made to Minnesota golf. Dan Hanson, Minikahda Club, host of the US Women's Amateur Championship; Mike Olson, Golden Valley Country Club, host of the US Girls Junior Championship; and George Jennrich, Woodhill Country Club, host of the Trans-Miss.

On to St. Cloud Country Club for our very popular Annual Harold Stodola Research Scramble. This year I have a feeling I'm going to win one of those raffle prizes. That is if I can keep Keith Scott from buying any tickets!

MOTIVATIONAL TIPS

by RUDD MCGARY AND ED WANDTKE

Most major motivational theories used to explain organizational life are applicable to green industry organizations. But this month we want to be more specific about issues you face in managing your staff.

Several basic concepts relate to the green industry. Let's examine each:

1. Salaries don't motivate. Giving someone a salary for performing a task isn't a motivational tool. We have heard managers in the green industry say that performance was going to be rewarded by "letting the guy keep his job." That's sort of an Attila the Hun approach to management. There is often a rise in productivity when a salary raise is given but it levels off quickly. Salaries don't motivate a work force because they become expected rewards. Once something is expected and given on a regular basis, it ceased to be motivational.

2. Part-time employees are often harder to motivate than full-time. They enter during your peak time and aren't being protected by the organization over a whole year. Therefore they don't have the same motivation that your full-time people do, and you shouldn't expect it from

them. In addition they are at the low end of the pay scale and probably don't have incentives built into their compensation. For these reasons, you shouldn't expect the part-timers to have the same high-level motivation as full-time employees. They may have, but don't expect it.

3. Non-cash incentives may be more motivational than money. Most workers in the green industry aren't afforded executive perks but may respond to small amounts of money used as motivational incentives. Instead of giving someone a \$25 or \$50 bonus, try rewarding on a social basis. For instance: dinner for two at a nice restaurant or tickets to sports events. By getting these types of motivational rewards the employees get something that shows them that you are interested in them as people. This reward may also provide the individuals with some time off, an equally wanted reward in the heat of summer.

4. Rewards given for extraordinary performance are highly motivational. If someone simply does his/her job, it's hard to compensate in any exceptional manner. However, if they do the job well above expectations they should be rewarded.

5. Rewards are motivational only if they come close to the action being rewarded. If someone does well and you wait six months to reward them, they'll find the reward scarcely motivational. The event itself and the



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Roberts recommends natural organic fertilizers to rebuild the physical and chemical properties of soil. They accelerate recovery by supplying organic matter and humus, not available in synthetic fertilizers, to feed both microbial populations and fertilize plants. Natural organic fertilizers provide slow release characteristics that prevent over-stimulation of turfgrass to maintain normal soil biological processes.

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reward must be linked in the person's mind or they won't be motivated.

6. Everyone needs verbal pats on the head. (Also known as the famous "attaboys" or "attagirls".) Most managers who enjoy good relationships with their employees are very good at giving both praise and criticism. We all need both. Since the employee is probably not as motivated as the manager, the manager's responsibility is to let the employee know how they are doing. It is surprising how motivational the simple phrase, "you did a good job today," is to most people.

7. Some rewards for performance should be stated, some can be given unexpectedly. If you have a specific task or project that has to be finished in a given time frame, you can offer rewards based on performance. State the rewards you're offering before work on the project begins. These bonuses are often very motivational. Bonuses or rewards given on an unexpected basis can be even more motivational. An unexpected bonus, particularly non-cash, will often be remembered long after the expected performance bonus is forgotten.

MANAGER/WORKER COMMUNICATION

Considering these factors, we can see patterns that are applicable to the green industry.

First, part-time people can be motivated but are less likely

to be highly motivated all the time. This means that your spring or summer crews need to have more management communication, a responsibility that lies with management.

Second, I don't use money as a motivator exclusively. You probably can't afford to give bonuses all the time but you can give non-cash incentives and rewards. They can be even more motivational than money.

Third, do the unexpected. It's extremely motivational. Timing is important and employees rewarded unexpectedly do remember.

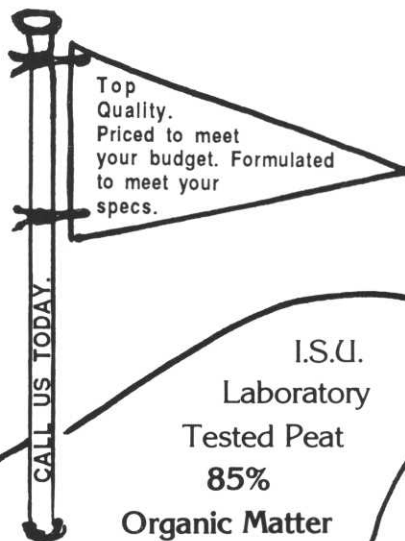
Finally, don't expect the same level of motivation from your people that you have. You're the manager, you see more of the overall situation, and you have more control over it. In order for you to be successful, your people have to be motivated.

There are many opportunities in the green industry to use some of the concepts above. Good managers do.

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THE ULTIMATE SUPERS VEHICLE

AUTHOR - COL. KLINK

How many times have you been out on the golf course doing your morning check and not had the tool you needed? This tool could just be a pliers or even a screw driver. Here at Guerrilla Golf and Country Club we have devised the ultimate vehicle for these maneuvers on the course. Any vehicle will do but we prefer the ones based on golf carts. I'll list each alteration and give an explanation.

1) 60 hp snowmobile engine to replace 12 hp for added acceleration and power to carry around #2.

2) 60" steel pipe wrench - strapped to front cowl to keep front end down and necessary to fix half inch valves in the clubhouse. You'll never get a call back, plus you get a neat calendar from the Rigid Company.

3) 6000 volt generator run off engine - necessary to operate every known electrical tool made, but primarily to run your video recorder and 25 inch color monitor used when producing training films and oil company commercials.

4) A mechanics chest with a complete set of metric and

5AE tools. This comes in handy when your son or daughter drives their bike on the golf course and needs the handle bars and chain tightened.

5) Air compressor - also run off cart engine, an absolute must when the club president's wife's Rolls Royce has a low tire in the parking lot.

6) Every known air tool made, not really necessary but if you have the air compressor, why not.

7) Two way communications system, preferably FM but CB is ok and the skips you get on CB from all over the country are entertaining.

8) 12 high intensity quartz halogen headlights, six facing forward, two on each side and two facing back. Very useful for melting frost on the greens but primarily used when making greens mower commercials during the dusk and dawn.

9) One rack to carry your beryllium headed graphite shafted square grooved irons, Titanium shafted, metal headed fairway woods, a Tommy Armour 945 driver with

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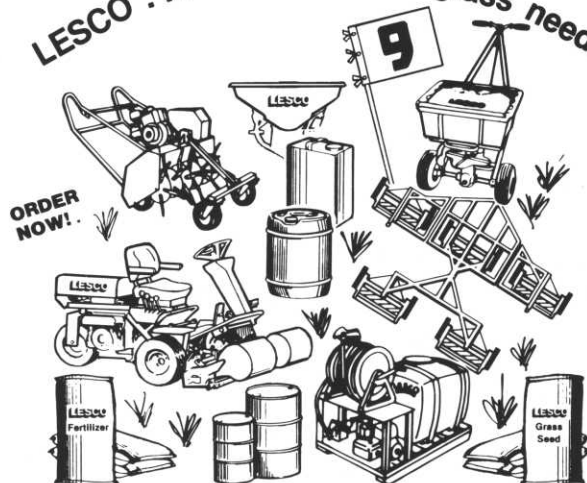
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EDITOR'S CORNER

BRAD KLEIN, CGCS

NEW TO MGCSA

We are proud to welcome the following new members:

- Mike Chicos, Oak View Golf Course, Albert Lea
- Lyman Delaney, Chosen Valley Golf Club, Chatfield
- Richard Kolter, Westfield Golf Club, Winona
- Cecil Audorff, Eau Claire Golf & CC, Eau Claire, WI
- Rick Rannells, Root River Country Club, Spring Valley
- Jerry Brunsvold, Randall Transit Mix Co., Northwood, IA
- Douglas Madsen, Craigs Turf, Inc., Stillwater
- Robert Hefta, Rhone-Poulenc, Inc.
- Tom Bruggeman, Irrigation Supply, Inc.
- Louis King, Irrigation Supply, Inc.
- Mark Swanson, Irrigation Supply, Inc.
- David Orton, Hanson Block Co.
- Mickey Lovett, Ciba-Geigy Corp.

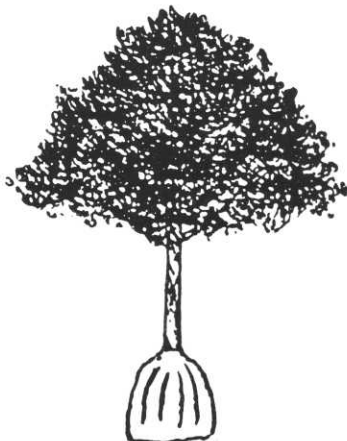
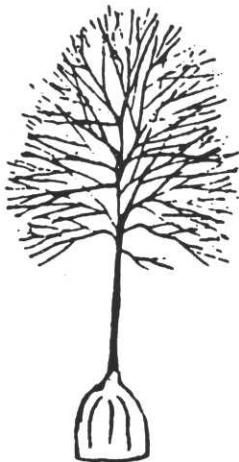
We have survived almost another season. The fall season is upon us and hopefully we aren't to battered and bruised to get our winter preparations under way. The list of things to do is endless but I'm sure a lot of golf courses are going to be looking at more secure water sources and irrigation system updates.

I have been very lucky this season and haven't had a major breakdown since April. This season has shown my Board of Directors the importance of an efficient and full coverage irrigation system so this fall we're adding more sprinklers in the rough and replacing some old piping. I can't say I'm happy about the drought, but it has given me an opportunity to demonstrate some of our weak areas on the golf course.

A great day was had by all those that attended the tournament and appreciation for Kurt Erdmann at Rochester

Our Shade Trees Are Ready For Fall Planting

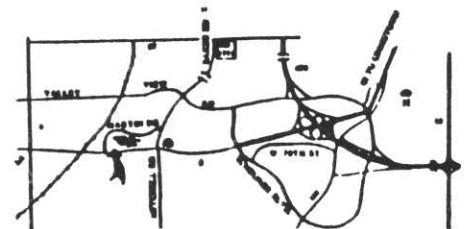
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Golf and Country Club. I wasn't able to attend myself but I did receive a nice note of thanks from Kurt which is printed elsewhere in HOLE NOTES. A bigger thanks has to go to Kurt for the professionalism and kindness he has contributed to our trade. Thanks also should go to Rochester Golf and Country Club for allowing us the use of their fine facility.

The September 19 meeting is at St. Cloud Country Club where our annual Harold Stodola Research Scramble will take place. From what I understand some awesome teams are being put together so practice your shots and be prepared for an exciting day and evening at Kerry Glader's course.

Do you suppose people will be overseeding their roughs with the most water efficient turf varieties this fall. I wonder if the money saved on fungicides made up for irrigation pumps running 24 hours a day.

CALDWELL NOW A CGCS

Dale H. Caldwell has successfully completed the requirements of the GCSAA Certification Program. Dale has earned the right to use the title, Certified Golf Course Superintendent (CGCS) and all the privileges and honors associated with this title.

To earn the title of Certified Golf Course Superintendent,

the applicants must have their golf courses reviewed by two currently certified golf course superintendents. Applicants must also prove academic capabilities by passing a comprehensive six-hour written examination covering every facet of the profession.

Attaining certified status is no minor accomplishment. Successful completion of the certification process indicates an individual's willingness to be judged by the standards of fellow professionals and assume a position of leadership in the game of golf.

Dale's attainment of certified status demonstrates both desire for personal advancement and also a commitment to provide Minneapolis Golf Club with the highest level of golf course management expertise available.

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"In view of the recent phytotoxicity problem which has developed with some of the chloroneb fungicide that was formulated by Drexel, we recommend that you advise all your customers and (end users), to not use or sell this product until the full scope of this situation can be determined. We will keep you advised."

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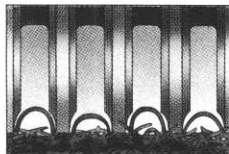
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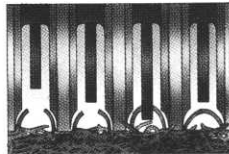
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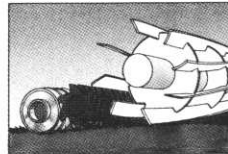
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rotate *through* the slots in the front roller, cutting horizontal runners and removing thatch that can choke a green to death.

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