

"Seven Traits of Effective Leaders"

1. **Make others feel important:** If your goals and decisions are self-centered, followers will lose their enthusiasm quickly. Emphasize their strengths and contributions, not your own.
2. **Promote a vision:** Followers need a clear idea of where you're leading them, and they need to understand that the goal is valuable to them. Your job as a leader is to provide that vision.
3. **Follow the Golden Rule:** Treat your followers the way you enjoy being treated. An abusive leader attracts few loyal listeners.
4. **Admit mistakes:** If people suspect that your covering up your own errors, they'll hide mistakes too. You'll also lose valuable information needed for making decisions.
5. **Criticize others only in private:** Public praise encourages others to excel, but public criticism only embarrasses and alienates everyone.
6. **Stay close to the action:** You need to be visible to the members of your organization. Talk to people, visit other offices and work sites, ask questions, and observe how business is being handled. Often you will gain new insights into your work and find new opportunities for motivating your followers.
7. **Make a game of competition:** The competitive drive can be a valuable tool if you use it correctly. Set team goals, and reward members who meet or exceed them. Examine your failures, and celebrate your group's success. ▲

Source: Sensible Software Inc., ClipNotes, The Toastmaster

Drainage:

"Why Your Field May Not Be Performing" by Dr. John Stier, Department of Horticulture, University of Wisconsin-Madison

The majority of the problem fields I've seen were caused at least in part due to poor drainage issues. Poor drainage reduces turf growth and rooting, resulting in thin turf that is less resistant to wear which ultimately gives way to bare soil and weeds. There are two types of drainage: internal and surface. Internal drainage is a function of the soil type(s), compaction, water table, and organic matter. While sand-based root zones may be capable of draining more than 1" water per hour, most native soils have internal drainage rates of less than 0.1 to 0.25 inches per hour. In many fields with poor drainage there is at least one incompatible soil layer. Such layers are commonly installed by well-meaning developers during construction. Placing a fine-textured soil (i.e., topsoil) over a coarse-textured soil (i.e., sand) prevents water from being readily able to percolate downward and keeps the water near the surface. A common mistake is to place 1-3 inches of "black dirt" on top of the existing soil in an attempt to provide enriched soil for turf roots. If this problem exists at your site, the best way to correct it short of scraping off the turf and "black dirt" is to core aerate several times annually to "mix" the soil layers.

Surface drainage is often overlooked for its importance in sports turf. Developers tend to disregard the need for surface drainage in order to please vocal coaches who demand a "flat" field for better play. Developers ought to know better—anyone who has ever built a home or had a home inspected for purchase has been made aware of the need for proper grade to drain water away from the home. In many cases surface drainage will be more important than internal drainage. To provide sufficient surface drainage, fields must be built with a 1-2% crown. Though coaches, particularly soccer, insist a crown will ruin players' ability to see the ball and will interfere with the game, it will not do so to any appreciable extent. We have built a field for FIFA (Federation Internationale de Futbol) for the 1994 World Cup soccer championship which had a crown, and the players as well as FIFA officials pronounced the field "perfect". We just never told them it had a crown. If the situation (e.g., coaches) don't allow a crowned field, build a flat field with a 1-2% slope. The area to which the water drains may need a tile or gravel trench designed to drain the water off-site. ▲

For more information on drainage, see the new book "Practical Drainage for 'golf, Sportsturf, and Horticulture" published by Ann Arbor Press (SFMANJ members receive 20% off by ordering through our web-site at www.sfmanj.org).

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