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The same conditions that promote spring growth can open the door to leaf spot, dollar spot and melting-out. For best results, apply Acti-dione TGF every 7 to 10 days, starting right after the first mowing.

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ment Division employees and will enable the manufacturing department to reach its desired efficiency objective. The improved efficiencies should result in better quality control, the expanded production of higher quality products at competitive prices and the addition of several new product lines.

"Added space for advanced engineering, research and development is another benefit of the move. A drafting department and indoor field test stand have been added, giving the division a greater capacity to develop new and innovative grounds maintenance equipment," Howard said.

"The Hesston Lawn Equipment Division also has added a well-equipped fabrication shop which further improved quality control and eliminated long lead times of formerly purchased parts. Warehouse facilities have been consolidated and the service parts department has been greatly expanded, resulting in the increased efficiency of shipping and receiving," Howard said.

(more news on page 64)
People on the Move

Diamond Shamrock Corp. announced the following organization changes: W. H. Bricker, elected president and will continue as Chief operating officer; C. A. Cash, elected chairman of the board succeeding James A. Hughes, who was elected chairman, finance committee.

Ken Weill, appointed service development manager, Jacobsen Manufacturing Co. Phil Taylor promoted to service manager, turf products, replacing Weill.

J. Paul Blake, appointed manager of public relations, The Toro Co.

Dr. Paul Alexander, named chief agronomist for Goltra, Inc., subsidiary of the C. B. Dolge, Co.

F. Leon Herron, Jr., appointed chairman and chief executive officer, O. M. Scott & Sons Co.; Maurice Decoster, became Scott's president and chief operating officer.

K. Thomas Bloom, appointed director of manufacturing for chlor-alkali and consumer products operations of the Chemicals Group of Olin Corp.

Ted I. Axland, named U.S. sales manager, Gulf Crop Protection Products Dept., Gulf Oil Chemicals Co.

Sam H. Patmon, appointed Pacific Southwest sales manager for Weather-matic Irrigation, Telsco Industries.

Agricultural Chemicals Div. of ICI United States, Inc. announced three appointments: Janice Rudolph, technical literature coordinator; Roger Couture, plant physiologist; Charles Shirar, technical sales representative.

Rodney Tochihara, appointed territory sales manager, Cal-Turf, Inc., for the Los Angeles area.

Paul S. Murphy, joined Freeport Minerals Co. as assistant to the vice president, corporate development.

Dr. Richard C. Back, appointed corporate development fellow of Union Carbide Corp. in recognition of his technical achievements.

J I Case announced corporate promotions: Edward J. Campbell, group vice president, North America; Jerome K. Green, senior vice president, finance and corporate planning; James J. Gill, vice president and general manager, Agricultural Equipment Div.; David H. Abbott, vice president and general manager, Construction Equipment Div.

Albert D. Epperly, named manager of U.S. chemical industry sales for The Foxboro Co.

James C. Hendricks, appointed vice president, marketing and sales, M-B Corp.
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Missouri Foresters Studying Causes of Wood Separation

Foresters in Columbia, Mo., are looking “inside” wood to see if they can eliminate some of those defects that might “shake” Missouri’s walnut prominence.

“Shake” is the word given to those separations in wood caused by anything in the tree’s environment from a logging injury to an overzealous sapsucker. And they can be quite serious, since Missouri ranks first in the nation in walnut lumber, production of walnut gunstocks, the processing of walnut meats, and the growing of young walnut trees. The state also ranks high in the production of walnut novelties and veneer.

To discover the cause and cure of walnut defects, University of Missouri-Columbia (UMC) scientists now have their own drying kiln on campus in which over 1,000 potential gunstocks (blanks) are being monitored.

A “blank” is a piece of wood cut in the general shape of a gunstock. It is about three inches thick and its ends have been dipped in wax so they don’t dry out faster than the rest of the blank in the kiln where they are seasoned for up to six months.

“If we can identify the cause of the checks and shakes in the wood, we should be able to improve walnut quality,” said E. Allen McGinnes, UMC forestry researcher.

“For example, some of the defects may be coming from poor soil quality. If that’s the case, we could amend the soil or otherwise change it to correct the problem,” he said.

McGinnes and John Phelps, research associate, are also examining the fundamental properties of the walnut to see why it behaves the way it does.

“Wood separation occurs in living trees,” said Phelps. “It’s usually caused by some sort of injury.”

The unknowing “culprits” are often loggers, hunters and birds. Of the birds, the sapsucker would probably be rated public enemy number one because of its fondness for sap and insects on walnut trees.

To study wood damage, Phelps soaks the wood in boiling water to soften it. Then he cuts an area

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around the shake and looks at it under a microscope. Using different stains to enhance the cellulose and lignin in the wood so he can see things better, Phelps magnifies wood cells up to 2,000 times to learn the difference between normal and abnormal cells.

"Once we learn the cause of these abnormalities," he said, "we'll be able to suggest preventive measures, in logging, for example."

McGinnes said the UMC research could have a big impact on the Missouri walnut industry. "Everyone gains when we can keep walnut trees in shape," he said. "That eliminates a lot of waste and faulty products."

It could even mean more veneer trees — the ones that make a perfect log that can be thinly sliced and used for fine-crafted furniture.

"Everyone hopes he has one of those valuable trees in his backyard," McGinnes said. "The truth is, though, there are a lot more $10 trees than there are $10,000 ones."

### FMC Division To Sponsor Display Contest for Dealers

FMC Corporation’s Outdoor Power Equipment Division, located in Port Washington, Wis., has announced plans for a dealer display contest for the 1975 selling season. The division manufactures the Bolens line of lawn and garden equipment.

To be eligible for the contest, dealers must display a minimum of five 1975 Bolens products. The dealers will be using materials available from the division. Judging for the contest will be done by an independent agency during a period from April 1 to June 1.

Participating North American dealers will be competing for awards for the most attractive, informative and effective displays of Bolens products. Over $5,000 in prizes will be awarded, and all participants will receive a set of Bolens glassware.

### New Publication Announced By Shade Tree Conference

Green Industry treemen now have a new publication available to them — the *Journal of Arboriculture*.

Published by the International Shade Tree Conference (ISTC), the monthly Journal will contain educational, technical and scientific papers of value to those who select, establish and maintain shade and ornamental trees.

The ISTC is not new to the field of publishing arboricultural information. They have published Arborist’s News for 458 consecutive months and the proceedings of their annual meeting for 45 consecutive years. Both of these publications are replaced by the *Journal of Arboriculture*.

The Journal is available by subscription to individuals or libraries. Interested in obtaining the magazine? Contact E. C. Bundy, ISTC, P.O. Box 71, Urbana, Ill. 61801.
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We build equipment the way we do because you wouldn’t settle for less.
MOTIVATION (from page 23)

ment than can be offered in large organizations. Employees may be trained in a profession rather than for a specific job. It can enhance an employee's self-esteem and develop pride in work performance—a satisfaction seldom achieved by employees in organizations.

The effect of training programs on the ego and creative needs of employees is immeasurable. Training not only provides employees with a greater creative potential, it will enable them to better direct and articulate their present capabilities. If the training can be offered in a social context, (conferences, seminars, etc.), the social need of employees will be enhanced. To many employees, a training program is management's way of investing in the future of both the employee and the organization, and it integrates the goals of both the organization and its people.

There are a variety of training programs, techniques and methods. Management should evaluate and choose those that will provide the greatest benefit to the organization and its people.

Performance Evaluation

In all organizations, public and private, some form of reward should be available for distribution to employees. If the company is achieving any degree of success in its annual operation, employees should share in the success. Management should try to reward employees for past performance and to provide an incentive for future performance.

An increase in salary or fringe benefits will satisfy the physiological and safety needs of employees and may be important as ego need satisfiers. For the employee, monetary and non-monetary recognition for effort does much for both aspects of the ego need.

In every salary increase management should inject and publicize some element of rewards based on merit (individual contributions to the achievement of organizational objectives). However, there may be times when the dollar amounts devoted to merit should be balanced with other factors. During the past five years inflation has eroded the real income of employees. If amounts available for distribution in salary increments are sufficient, workers should be given a cost-of-living increment and, if available, a portion set aside for merit increases. The publicizing of individual merit performance may be as important to some individuals as the dollar increase itself. However, for others a quiet, non-publicized word of appreciation may outweigh the money value of a salary increment. It is so common in organizations for management not to tell their subordinates that they are doing well that an employee could be with a firm for years and never know if his contribution is considered adequate or appreciated.

If funds are not available for salary increments, non-monetary rewards should be used to recognize individual and collective performance. There are many rewards that should be considered. Rewards that

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will satisfy the social, ego and creative needs of employees. For example, there may be no substitute for a simple pat on the back and a sincere word of appreciation for a job well done.

**Status Symbols**

Status symbols are evidence of man's ego need in the organization. So important are these seemingly unimportant things that they should be carefully determined and considered. I have seen highly educated and responsible executives literally worry themselves sick over their status because an administrative peer in another department may have four square feet more of office space, rugs on his floor, windows on two sides of his office, or newer office furniture. I have observed officials in high and low positions pull strings, apply pressure, deviously plan, cojole, beg and threaten others in an attempt to receive a more favorable office location, better equipment, a reserved parking space, a certain secretary, a higher place in the organizational pecking order, a rewrite of their position descriptions to reflect a greater importance of their position, mahogany desk (versus metal) and many other seemingly insignificant things. But insignificant they aren't, for they reflect the reputation and influence of the manager in the organization.

Lest the reader misunderstand, the author does not ridicule or discourage the striving of organization personnel to acquire status symbols. Quite the contrary, these status symbols are a part of the things we aspire for in every organization. They are the little things that we feel enhance our reputations in the organization and hope that others recognize our importance for acquiring them. To eliminate them or reduce their importance as unnecessary or undesirable is to prevent the employee from achieving his aspirations. Certainly their importance can be over-emphasized but properly used they can become strong motivating factors and non-

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Pat Fitzsimons, in winning the Glen Campbell Los Angeles Open at Riviera CC, Calif., Feb. 20-23, set a new course record of 64 for a single round and tied Ben Hogan's record for this event. Fitz, above, tees off on the No. 1 Manhattan tee at Salem Golf Club course, Salem, Ore., where he previously tied the world record score of 58 on a 6,000 yard course.

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monetary need satisfiers in the organization environment.

For small firms without facilities or funds to provide costly status symbols there are other little techniques that can be used. For example, job titles are important to people regardless of position in the firm. With job titles management can provide considerable status while establishing opportunity for progression in the organization. This can be done by written job classifications within jobs that will provide the aspiring employee with opportunity to advance in the organization. Also, as he progresses the job class title that he holds gives him ego satisfaction in the form of a talking point with friends in and out of the organization. Titles of jobs are important to the holder.

Another set of status symbols may relate to the claims on certain company resources or areas by employees. On certain jobs it may be an office, uniform, a personal locker, employee shower baths, parking spaces, tool chests or tool lockers, a piece of equipment or a building. This may be a part of the so-called territorial instinct of man to hold, protect and acquire security and status in one's territory or property.

Along with the above, management should consider the effect on the social and ego needs of employees that pleasant eating facilities, restrooms and lounges may have on employees. The social need satisfactions of employees may be enhanced if better facilities are provided in which to socialize. The author has known many employees, managerial and non-managerial, whose major complaint about the company was the lack of adequate or clean facilities in which to eat and socialize.

As it pertains to social need satisfactions, certain employees may be encouraged with little prodding to institute certain activities of a social nature on and off the job. Some employees derive considerable ego, social and creative need satisfactions by planning and organizing small birthday and anniversary parties, in addition to other events such as marriages, births, promotions, departures, holidays, deaths and emergencies. Management should avoid forcing participation by employees in company parties or events on or off the job. Nevertheless employees may be encouraged to establish a rapport that is conducive to the "happy family" syndrome. They are a happy family and they not only have fun but they take care of each other.

The reader should recognize that any or all of the social event type of activities may not be successful in some environments. The success of any motivational technique is dependent upon how well management is providing over-all need satisfaction in the work environment. In addition, it is possible that many management motivational techniques will not be successful simply because of the manner in which management offered them. A paternalistic or "big daddy" approach by management should be avoided for it turns employees off. The author has known and observed many work environments in which the attitudes and feelings of both management and employees toward each other were so negative that no single positive act on the part of either would change those negative attitudes. Only time and a positive attitude will eliminate or reduce the negativness and suspicion that may