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MIFT-VAC 16 SVL ‘BIG JOB’ LOADER ON-A-TRAILER packs dump truck full of leaves in 25 minutes. Has 16 hp cast iron engine. 6" hose reaching 20 feet. Boom to swing hose available.

TEAM from page 60

- Feedback needs to be given no matter what.
  - The more often you give feedback to your employees, the better team you’ll be building. You don’t have to do this every five minutes, but in a real team feedback is a constant process.
  - If you aren’t getting feedback from your employees, ask for it. It’s the manager’s job to make the feedback system happen. If you aren’t getting and giving it, you aren’t managing properly.
  - Feedback must be given on a timely basis. If you are giving positive or negative feedback, it should be given as close to the actual event as possible. Don’t wait three weeks to tell someone they did a good or bad job.
  - Lateral feedback is important. Within a solid team, members will give each other feedback. They don’t wait for the manager to be the only one. This is lateral feedback and it means more, in many cases, than a manager’s feedback.
  - You have to manage your team so that they give lateral feedback. The manager is responsible for making it happen.

- You have to be aware of the key times for feedback. If your team is doing a particularly tough job, if they’re doing a job that needs constant monitoring, or if you see that their energy level is low, communicate with your team.
- Remember that you, as team manager, will probably get less positive feedback from your team members than you’ll give them. You have to be strong enough to go without positive feedback and still motivate your team. Team managers make the team work up to its potential without expecting a lot of praise from others.

Making it happen
Teams are special entities. They require hard work and commitment on the part of the managers. A lot of managers decide to call their group a team until they find out how hard it is to correctly manage a team.
Your choice is simple. If you’re willing to work hard to build a team, have enough energy and confidence to lead a team, and are willing to pay the price to make the team work, you can have a team atmosphere in your organization.
While a lot of people talk about having a team, very few actually are good enough managers to make it happen. How about you?
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Shore beautiful

Cashelmara, a beautiful condominium development on the north coast of Lake Erie, maintains design integrity despite personal preferences of the people living there.

The seed was planted about three years ago. The result? A beautiful $300,000 landscaping plan for Cashelmara—Stone House by the Sea in Bay Village, Ohio.

The plans for landscaping Cashelmara, the $30 million, 110-unit development stretching nearly 13 acres along the Lake Erie shoreline just west of Cleveland, were developed when designer/architect Robert Corna visualized a design that would enhance an already beautiful site.

He decided to keep the natural wooded theme and make the property flow evenly throughout the development, while at the same time giving the unit owners their personal effects. The theme would call for just the proper combination of trees, shrubbery, and ground cover to make up for the area cleared away for construction.

Tree and shrubs

Working with a hilly, rolling terrain, they used about 400 trees which are expected to achieve the original wooded effect in the next five to ten years. They used three-inch caliber, 12- to 15-foot black locust trees. Other tree combinations included 6- to 15-foot white and Austrian pines, 5-foot Canadian hemlocks and plenty of flowering dogwood. Pine oak, sugar maple, and Norway maple were also planted to gain rapid shade cover. So, in about 10 years, evidence of the original construction will have disappeared.

Shrubbery was also used to produce the overall wooded concept Corna's crews had originally planned. They planted 250 white and lavender rhododendrons, 300 azaleas, 75 viburnum, and some red twig dogwood, each between three- and five-year old and 36 to 40 inches tall. English ivy and purple leaf winter creeper, selected for their appearance and erosion control capabilities, were continued on page 66
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SHORE continued from page 66

used as ground cover on the slopes and hills.

The No.1 problem
One of the most difficult assignments in laying out the landscaping plan was to meet individual owners to deal with their preferences for personalized courtyards while remaining true to Cashelmara's overall design theme.

Each courtyard was designed with the owner in mind and based on concepts developed after meeting with each to discuss walkways, steps, and the planting effect. While the owner might prefer an Oriental or formal garden, the landscape plan still introduced the overall effect while adjusting to fit the owner's needs by planting hedges of azaleas or Japanese rhododendrons.

In addition, the steep rolling hills made it necessary to build retaining walls of gray field stone, so more than 5,000 railroad ties were integrated into the property's design.

By phases
The landscape concept called for Cashelmara to be handled in phases and, as six buildings were completed, the crews then moved in and cleared off the property, graded, regraded, and planted. While moving on to six new building areas, they would be maintaining the back six.

Corna is also considering the installation of a Leaky Pipe underground irrigation system. Because of the complexity of Cashelmara's terrain—the landscape beds, wood decks, and close living quarters—above-ground watering systems are considered an impossibility. Conventional spray systems are unable to direct their flow to exact locations while the capillary action from within the Leaky Pipe system directs and controls water flow.

With Cashelmara, Robert Corna and Associates and Cashelmara Company appear to have pulled off the impossible: maintaining the integrity of a large multi-family landscape while serving the peculiarities of individual clients.

Capital Gain.

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Griswold markets 390 system for large jobs
Griswold says its new System 390 computer-assisted irrigation control system is easy to use even though it's designed for complex irrigation jobs such as golf courses and municipalities.

English (no symbols or decoding) is used on the display screen to tell which valves or groups of valves are actuated at any given time. Griswold says that since the valve groups are independent of wiring the System 390 can irrigate in any sequence. Just type in the sequence using any valves in the system.

Duration, sequencing, and days of operation are handled for 30 valves on one screen. All memory is located at the central and is retained up to 10 years without battery backup.

Griswold says only two standard direct burial wires are needed to connect field switching terminals to the central. All switches and contacts are gold-plated to prevent corrosion.

Circle No. 191 on Reader Inquiry Card

Canadian-made ATV
all work, no play

The Taurus 650 is the first three-wheeled vehicle designed solely for work, says its manufacturer, Ontario Drive and Gear Ltd. The 656-cc engine is the largest in the ATV industry.

Features of the Taurus include automatic transmission, extended wheel base, heavily-constructed frame, and a longer travel suspension for better control and driver comfort. Ontario Drive and Gear also produces the six and eight-wheel-drive Argo ATVs.

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Agrotec's new sprayer fits golf trucksters
Agrotec Inc. is offering a new sprayer with a boom that can be mounted behind the tailgate of a golf course truckster.

The boom is hinged so it can be lifted over the tailgate to permit lowering and raising of the tailgate. This also makes it easier to slide the unit on and off a truckster.

The new Agrotec unit uses jet agitation with a diaphragm piston pump.

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Circle No. 132 on Reader Inquiry Card
which permits use of a hose and hand gun at pressures up to 550 psi. Herbicides sprayed through the boom can go up to 250 psi, the manufacturer says.

The unit measures 54 inches long and 38 inches wide and weighs 230 lbs. Boom and hand gun kits are optional equipment.

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**Hustler 320 and 340 strengthen Excel line**

Water-cooled Kubota diesel engines power Excel’s newest entries into the out-front rotary mower market, the 21.5-hp Hustler 320 and the 28.5-hp Model 340.

Both Hustlers feature oversized cooling systems and high capacity oil coolers, beefed-up main frames, unique subframes with rubber shocks to absorb engine vibration, and dual tail wheels. Also featured is a tandem hydrostatic pump with increased variable displacement.

Both models utilize a newly-designed QuickAttach, two-point tool bar which can handle 20 different attachments. The tool bar also allows the attachments to float independently up and down and from side to side. The tool bar is raised and lowered hydraulically.

The 340’s extra horsepower allows it to handle the Hustler Range Winge attachment which can cut a swath 12 feet wide. The 320 has the capacity for a left wing attachment. Both tractors also accommodate the High Lift Bac Vac.

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**Ford 67-hp tractor available with backhoe**

Ford has introduced its new 655A tractor-loader-backhoe, available with a 15-foot backhoe. The 655A is powered by a 256-cubic inch, naturally-aspirated, four-cylinder diesel engine.

The new model also features a new synchronized, 4x4 power-reserving torque-converter transmission. The load lift arms are lengthened by 3½ inches and the load lift capacity increased to 5,250 lbs.

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Penn State Golf Turf Conference, Nov. 11-13. Keller Conference Center, Penn State University, University Park, Penn. Contact Dr. Joseph Duich, Department of Agronomy, 21 Tyson Building, University Park, Penn. 16802. (814) 865-9853.


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Assistant Manager wanted for a growing landscaping company in Southern Vermont. Must have working knowledge and experience in all phases of landscaping. This could be a year-round position for the right individual. Write for complete job description: Homestead Landscaping Co., P.O. Box 125, Bondville, VT 05340. 10/85

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