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When you use Talstar® insecticides, we'll guarantee long-lasting performance against a broad spectrum of insects, or your money back. That's because Talstar® insecticides have the longest proven residual in the industry, providing up to 6 months control of target pests.

The active ingredient, bifenthrin, is the only biphenyl pyrethroid available in the industry. And since bifenthrin contains no alpha-cyano group, Talstar® insecticides won't cause the skin or throat irritation experienced with other pyrethroids.

Talstar® insecticides can solve your toughest insect problems. In and around buildings, on lawns and ornamentals, even on golf courses, Talstar® insecticides control a broad spectrum of insects and mites.

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Find out more about our new money-back guarantee for Talstar® GC Granular Insecticide, Talstar® GC Flowable Insecticide/Miticide, Talstar® PL Granular Insecticide and Talstar® Lawn & Tree Flowable Insecticide/Miticide.* Contact your FMC authorized distributor or call 1-800-321-1FMC.

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Circle No. 125 on Reader Inquiry Card
Each department is organized as a team. The ultimate team: production crews; "If they work well together, they are rewarded, which reinforces a team spirit."

Glover can measure the success of the teaming philosophy at L&L. "Since we put our executive team in place a few years ago, our revenues and profits have increased substantially."

Share the responsibility

Atwood LawnCare is a $1.25-million company in Sterling Heights, MI. Its 18 employees serve approximately 5,000 single-family residential customers in Detroit's northeast suburbs, says owner/president Tim Doppel. Although his firm is small, it won the 1996 Environmental Improvement Award from the Professional Lawn Care Association of America.

"I've always believed in giving my employees as much rope as they can possibly use without hanging themselves," says Doppel.

"Right from the get-go, I tried to involve my people as much as possible in decision making by giving them enough rein to do what I feel they know how to do." Exactly what does that mean at Atwood? "I make sure that I inform my workers about what is going on with the business side of the company. For example, they know about the replacement plan for vehicles; they know about the needs for office equipment; they know on a percentage basis how we're doing with sales and production," he explains.

This communication takes place informally, he says. "We're small enough I can do a tailgate thing, pull everybody together and say, 'I want you guys to know what's going on with this.' Each February, we actually go off-site to a conference room at a local hotel and spend a day just getting everybody on the same page. We talk about our corporate philosophy, on how to run the business and how to approach customers. And I share with them how we did last year."

Doppel describes himself as "a very hands-off manager." As a consequence, he tries to hire and retain employees who can handle things themselves. For example, he treats each of his technicians as a kind of independent route manager. They have their own geographic areas and they're responsible for getting the work done and building those areas. "As long as the numbers are good and going in the direction they're supposed to, I'll stay out of their way," he adds.

Interestingly, Doppel reports that not everybody is comfortable with this style of management. "Everybody's a self-starter when you interview them," he says. "But it becomes obvious very quickly whether or not it's true, and whether they're going to survive under the current system."

Share the burden

OneSource is a national service corporation, headquartered in Atlanta. Ronald Schmoyer serves as president of OneSource Landscape and Golf Services, the company's landscaping division (other divisions offer janitorial, HVAC, energy, pest control and staffing services). His division works from Pennsylvania to Florida, has revenues of $45.5 million and 1,200 employees at peak season.

"This is not an individual sport," Schmoyer says when asked about teamwork. "In this business, we're only going to win as team players."

But how does he do it? "One of our biggest thrusts in 1999 is to develop a team.
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Second Prizes: 25 autographed official footballs.
Third Prizes: 100 Swiss-style military knives.

1. NO PURCHASE NECESSARY TO ENTER OR WIN.
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3. You are automatically entered when you purchase Talstar® products and complete and return the attached card, checking-off the appropriate box (do not include an invoice). To enter without purchase, complete and return the attached card, checking-off the appropriate box (do not include an invoice). Sweepstakes begins 5/1/99 and ends 9/30/99. This sweepstakes includes one First Prize drawing and 5 monthly drawings to award the Second and Third Prizes. Monthly drawings will be conducted for entries received for May, June, July, August and September, 1999. In order to qualify for a given monthly drawing, your entry must be received by the last day of that month. Your entry will be included in the monthly drawing for which it was received, in subsequent monthly drawings (if applicable), and in the First Prize drawing. If no entries are received for a given monthly drawing, the next month’s entries will be added to that month’s drawing. Incomplete entries are not eligible for a drawing. Only one entry per person. Sponsor is not responsible for lost, late, damaged, illegible, misdirected, or postage due mail. All entries become the sponsor’s property and will not be returned.
4. Random drawings will be conducted by an independent judging organization from among all eligible entries received. Judges decisions are final. Monthly drawings will be conducted within 15 days of the end date of each month. The First Prize drawing will be conducted on or about 10/19/99. First Prize winner will be notified by overnight carrier and will be required to complete and return via pre-paid overnight carrier an affidavit of eligibility/liability publicity release which must be signed and received within 10 days of date printed on notification or an alternate winner will be selected at random. Travel companion to First Prize winner must also execute a liability/publicity release prior to travel. All other winners will be notified by first class mail. If a notification or prize is returned as undeliverable, the prize will be awarded to an alternate winner at random. Acceptance of any prize or prize component constitutes permission (except where prohibited by law) to use winners’ names, hometowns, prizes won, and likenesses for promotional purposes without additional compensation.
5. Prizes and their approximate retail values (ARVs): 1 First Prize: Trip for two to Atlanta, Georgia. Includes: 3 nights double-occupancy hotel accommodations, round trip coach airfare from closest major airport to winner’s primary residence, and two tickets to a football game (ARV $12,000). Actual value of trip depends on location of trip and airfares at time of departure. Other incidentals and expenses not mentioned herein are not included and are the winner’s responsibility. Trip price includes round trip travel on dates as specified by the sponsor or hotels at all hotels at costs. If this is the case, an alternate winner will be selected at random. 25 Second Prizes (awarded 5 per month for five months as detailed in rule 4): 25 autographed footballs (ARVs $40 each). 100 Third Prizes (awarded 25 per month for five months as detailed in rule 4): 100 Swiss-style military knives (ARV $10 each). Total ARV for all prizes: $23,000. One prize per person with the exception of the First Prize which may be won in addition to any other prizes. All taxes on prizes are the responsibility of the winner. Prizes are non-transferable and non-redimable for cash. No prize substitutions except by sponsor due to prize unavailability, in which case a prize of equal or greater value will be awarded. All prizes are guaranteed to be awarded and delivered to winners within approximately 60 days of drawings.
6. Employees of sponsor, its affiliates, subsidiaries, distributors and agencies and the immediate families of each are not eligible to enter. Odds of winning depend on total number of eligible entries received. Est. distribution of offer: 150,000. All federal, state and local laws and regulations apply. Void where prohibited by law.
7. Participating entrants agree to these rules and the decisions of the judges and FMC Corporation and release FMC Corporation from all claims or liability relating to their participation.
8. For a list of winners (available after 11/30/99), send a self-addressed, stamped envelope by 9/30/99 to: Super Sport Contest List of Winners, c/o FMC Corporation, 1735 Market Street, Suite 2225, Philadelphia, PA 19103.
Strong teams = retention made easy

One of the best benefits of teaming is in recruiting, hiring and employee retention. All three of our featured landscape companies report good results:

> **Steve Glover of L&L Landscape Services Inc.**
> “I think teaming makes it easier to recruit and hire. Our people go out and tell their friends and relatives about us. We don’t have a problem at that level. And we have a very low turnover rate. If you were to compare our employee retention with comparable companies, we’d do very well.”

> **Hans Bleinberger of Chapel Valley Landscape**
> “We find that recruiting and hiring are easier because of teamwork. One of the things we do as a company is recruiting incentives. We let the team know when we need a crewman or a foreman. Somebody will say, ‘I’ve got a friend just getting out of college who’s looking for a position.’ If we hire the friend and he stays with us for 90 days, the employee who made the recommendation gets a financial reward. We also have really good stability with the team — we don’t see much turnover.”

> **Ron Schmoyer of OneSource**
> “We’ve never had a problem on a management level. But just like a fast food chain or a resort, we find that labor is a challenge. That’s why we instituted some incentives. There’s a sign-on bonus for new hourly employees and also a bonus for an employee who brings someone in (if that person stays for three months, the employee can make $350).”

OneSource teams coordinate through:
- Monthly senior management team (vice presidents, controller and human resources person) meetings
- Weekly conference calls with all district managers, followed by separate staff meetings with all district-level employees
- Semi-annual management meetings

Signs that the teamwork approach is succeeding include:
- Annual revenue has grown from about $23 million to $45.5 million in five years
- OneSource’s parent organization in Atlanta is adopting the landscape/golf division’s teaming tactics. LM

—The author is a freelance writer and frequent contributor based in Mendham, NJ.
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See us at Expo '99 in Louisville Booth #3000 and #3020
Hostas are a natural problem-solver in many landscapes and can be a valuable part of a low-maintenance design.

Do you know the best varieties?

Back in the 1600s, a gardening craze took over Europe. Everyone planted tulips — billions of them. Garden history books called it the period of Tulipmania.

We are in the middle (or just the beginning) of a period that may eventually be referred to as the age of hostas, grasses, daylilies and wildflowers. Nurseries that didn’t offer any of these plants 10 (even five) years ago are now listing 10 or 15 of each, page after page in their catalogs, with few descriptions for buyers to make good choices. I think this fad is nursery driven, particularly the hostas, because so many of them make such a good looking, saleable container plant in such a short time (two years or less) from cuttings, divisions or from seed. Hosta stands tall among the most valuable genera in the landscape world.

Sun and shade problem-solvers

Through years of use, hostas can be used as:
- specimen plants
- ground cover in shade
- edging along a shady walk
- bold contrasting texture or color
- source of attractive bloom in the summer and early fall months
- light, bright foliage in a dark spot, around ponds or along stream banks (not in overly moisture retentive soils or standing water)
- as one of various architectural shapes (upright arching such as ‘Sagae’ or ‘Krossa Regal’ or tight mounds like ‘Mount Royal’ or ‘Golden Tiara’).

The following varieties are among what I consider to be the best, categorized by leaf and plant size, type of leaf and color of foliage.

continued on page 60
A shaded garden, lush and green, filled with a variety of hostas. 'Raspberry Sorbet', 'Great Expectations' and 'Blue Shadows' take center stage with their dramatic medio-variegation.
No one has to know how easy it is with ... 

SL96 FlipUp Decks leave plenty of trailer space for revenue-producing attachments.

First to Finish...Built to Last

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Rise to higher levels of productivity with overall length as short as 6.5 feet — even with a collector — for space-saving storage and transportability. There’ll be plenty of room on the trailer for attachments to provide opportunities for additional income.

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Just don’t tell ’em what an advantage it is to mow with Grasshopper’s front-mounted deck where you trim and mow without changing your visual focus point. Or how easy it is to maneuver without foot pedals using only one or both hands with Grasshopper’s foam-touch steering levers. And by all means keep mum about the industry’s most comfortable seat — ventilated, iso-mounted from vibration, with high back support and padded armrests.

Try to break a bead of sweat and maybe they won’t even notice all the comfortable legroom you enjoy while reaching the deck under shrubs and trees. You’ll be the envy of every other crew member if anyone finds out ....

So keep these secrets low profile — much like the terrain-hugging Grasshopper design — and let your quality of work speak for itself.

The success is in the finished job.

For details on Grasshopper’s complete line of zero-radius mowers, attachments and leaf/grass collection systems, call your Grasshopper dealer today.

continued, from page 56

**Dwarf/Miniature** — Leaves smaller than 3 in. by 3 in., plants develop into a 15-in. mound or less.

- *Hosta venusta* or *Tiny Tears* —
  - green leaves; less than 1.5-in. violet flowers early in July.

- *H. venusta* 'Variegata' —
  - leaves have green margins and white centers.

- 'Golden Tiara' —
  - heart-shaped, green leaves with gold to chartreuse margins; long-blooming, deep blue flower to 22-in. height in mid-July.

- 'Dorset Blue' —
  - blue, round leaves with heavy slug resistant substance; 12-in. tall, white flowers in early August.

**Small** — leaves to 6 in., plants grow to 24-in. across.

- 'Raspberry Sorbert' —
  - dark green leaves; very neat and uniform; bloom stems reddish, striking with the violet flowers; slug resistant.

- 'Ginko Craig' and 'Allan P. McConnell' —
  - leaves have white margins, lanceolate leaves; 'Ginko Craig' is brighter, and has long-blooming flowers in August; 'Allan P. McConnell' is neater.

- 'Kabitan' and 'Lemon Lime' —
  - bold, bright, lanceolate, chartreuse leaves; purple flowers to 18 in. in August; Lemon Lime easier to grow, more slug resistant; Kabitan is more dramatic.

- 'Gold Edger' —
  - is similar, but with white flowers.

- 'Blue Cadet' and 'Blue Danube' —
  - very blue heart-shaped leaves; light lavender flowers in July; slug resistant.

**Medium** — leaves to 10 in., plants to 36-in. across, 18 to 24-in. tall.

- 'Invincible' —
  - shiny, dark green leaf; 3-inch fragrant flowers in August on 33-in. tall stems.

- 'Mount Royal' —
  - similar to 'Invincible,' but with lighter green foliage and a tolerance of full sun; like 'Ginko Craig' mature plant has hundreds of flower stems.

- 'Blue Dimples,' 'Blue Wedgewood,' 'Halcyon' —
  - white flowers; blue, heavy substance, slug-resistant foliage; 'Wedgewood' is larger; 'Halcyon' is smoother leaved; 'Dimples' is smallest.

- 'Gold Standard' —
  - leaves golden with a narrow, bright dark green, irregular margin; can sun scald; pale lavender 18-in. flower stems.

- 'Patriot' —
  - perhaps the best of the white margined Hostas; 1997 Hosta of the Year; very dramatic with lavender flowers; 'Francee' has narrower white margins.

- 'So Sweet' —
  - white margined Hosta without as heavy a substance as 'Patriot'; very fragrant nearly white flowers; 3/4 sun.

**Large** — leaves to 18-in. long and 15-in. across, foliage clumps to 7 ft. across and larger.

- *H. plantaginea* 'Aphrodite' —
  - average green leaves; double flowered, very fragrant on top of 30-in. tall stems in late August into September.

- 'Blue Angel' and *H. sieboldiana* 'Elegans' —
  - very blue leaves; 'Angel' leaves pointed looking; 'Elegans' leaves broader and more tropical looking; flowers on 'Angel' to 44 in., blooming in mid-June into July; 'Elegans' reach 22 to 30 in. and are not impressive (I would cut them off).

- *H. fluctuans Variegata* 'Sagae' —
  - my favorite hosta; blue-green leaves with wide, creamy yellow margins that become more cream colored into the season; heavy slug resistant substance without heavy corrugation; upright vase shape makes it a unique specimen; 4-in. lavender flowers; 2000 Hosta of the Year.

- 'Krossa Regal' —
  - bluish-gray foliage becoming gray-green in late summer; unique vase shape like 'Sagae'; lavender flowers on 5-ft. tall stems in August.

- 'Great Expectations' —
  - irregular blue-green leaf with light yellow-cream center; perhaps the best of the large-leaved hostas with lighter color in the center; the brightness and the streakiness of the center make this an eye catcher; 30-in. flower stems do not enhance the look of the plant; slug resistant.

They take time, like good wine

Hostas, like most other perennials, change and improve with age. These descriptions are for mature plants, but if what you buy doesn't match the description, don't be alarmed. It usually takes two years for leaf size to develop and five years for plant size. Margins will also increase over time. If it is vastly different, ask your supplier.

If the flowers are not of particular benefit to the appearance or design value of the plant, cut them off before opening. They will drop petals onto the leaves and may stick there, diminishing the foliage value significantly. Flowers are unimportant to 'Dorset Blue,' 'Blue Cadet,' 'Blue Danube,' 'Patriot,' 'Gold Standard, ' *H. sieboldiana* 'Elegans' and 'Great Expectations.'

Other hostas should have their bloom stems removed following bloom fade and their leaves washed off. But watch out with the water — too hard a spray or too frequent watering can dilute the waxy gray and blueness of the foliage.

Getting fast growth

In my experience, the quickest to reach their design size are 'Ginko Craig,' 'Lemon Lime,' 'Mount Royal,' 'Blue Angel,' 'Sagae' and 'So Sweet.' The slowest are 'Dorset Blue,' 'Kabitan' and 'Aphrodite.'

For rapid development of a hosta, dig a hole four times as wide and 1.5 times the depth of its container or root spread, backfill with a mix of 1/3 peat moss or leaf humus, 1/3 topsoil and 1/3 excavated soil from the hole. Set the plant at the height of the existing grade and mulch with 1 in. of shredded hardwood bark. Plant should be sited in 50% shade as full sun or shade are usually not conducive to hosta development or appearance.

Until the next time, hosta la vista, baby!

*The author is president of the landscape architecture firm, Andrew L. Sparks and Associates Inc., Garfield Heights, OH.*