

## Nine Functions of a Consultant

Have you ever thought of becoming a consultant, for your present company or others, now or sometime in the future? It's a common daydream—one that comes true for a great many people.

Dr. Jeffrey Lant, a professional consultant and author, has looked at the consulting business and concluded that true consultants, as contrasted with those given that title by former employers who wanted to let them down gently, traditionally perform one or more of nine basic services for their clients:

- They bring to an operation knowledge or skills not held by the permanent staff.
- They supplement talents of the permanent staff for a special assignment or limited period.
- They indoctrinate or teach the staff a new skill.



- They supervise or oversee an operation, possibly without getting personally involved in carrying it out.
- They serve as a catalyst — causing things to happen that would not

otherwise occur or would not come about so quickly.

- They bring to bear an objective, impersonal, third-party point of view, providing fresh insights into a situation.
- They serve as troubleshooters, putting a finger on a weakness or deficiency not otherwise fully perceived.
- They exercise political pull or bring other special influence to bear.
- They perform unpleasant chores, such as wiping out a department or firing a popular employee, which if performed by a permanent member of the staff might lessen the long-term effectiveness of that individual.

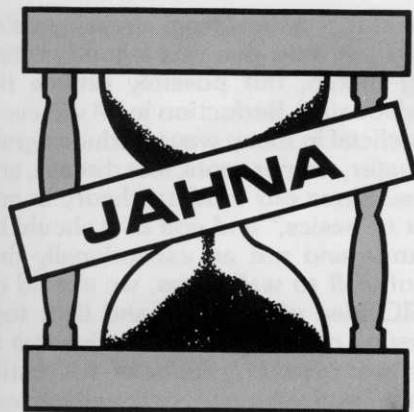
## Rhone Poulenc Names New Chipco Product Manager

Rhone-Poulenc Inc., Agrochemical Division, announces the appointment of Jerry Garnett as the Product Manager for Chipco® 26019 fungicide and the Chipco range of phenoxy herbicides.

Jerry brings 14 years of turf and horticultural industry experience to his post at Rhone-Poulenc. He was previously Market Development Manager for the May & Baker Garden Products and Environmental Products Department in Brentwood, England. (May & Baker, the United Kingdom's leading turf chemical manufacturer, is a wholly-owned subsidiary of Rhone-Poulenc.) Prior to joining May & Baker, Jerry was Technical Sales and Marketing Manager for a large United Kingdom distributor and specialist turf contractor, where he gained considerable experience designing and installing Toro irrigation systems in golf and landscaped areas. Before that he held the positions of Technical Salesman and National Accounts Manager with Fisons Corporation. Jerry earned a National Certificate in Turf Culture at the Teachers Training Colleges of Bristol, England, while serving as Superintendent of Grounds and Gardens at the institution.

In addition, Jerry is editorial consultant to THE OFFICIAL JOURNAL OF BRITISH GOLF GREENS KEEPERS ASSOCIATION and its special correspondent to the new TURF MANAGEMENT journal.

Jerry is married and he and his wife, Christine, have two children. ■



## Your Sand Man

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