

A New Role for Management

These changes in attitude will mean a brighter future for management, asserts David B. McCall, chairman of the board of a major advertising agency:

1) Leave people alone to do their jobs. Businesses often make a fetish of imposing layers of control upon people who are capable of working autonomously.

2) Make great products and great profits will follow. Too often, troubled companies pronounce, "We're going to improve the bottom line!" and ignore other aspects of performance.

3) Management should serve not rule, the organization. Bosses who have a habit of referring to workers as "my people" should start appreciating the achievements of subordinates in their own right.

4) The most knowledgeable people should steer the organization. A seat of power comprised of "bean counters" is fine for an organization that counts beans. But car people should head a car company and scientists should head a scientific research company.

5) Encourage positive nonconformity. An appraisal system that gives cookiecutter people the highest marks will only find weaknesses and ignore strengths.

6) Small is beautiful. The small-company modus operandi, by which each member takes responsibility for his own actions, should continue to prevail no matter how large a firm becomes. ■

Four Traits of the Super Supervisor

Technical expertise alone does not make a good supervisor. According to effectiveness expert Robert Patchin, supervisors must have four personal traits in order to get the most from their workers:

1) Candor — If people don't view the boss as trustworthy, they will clam up and become uncooperative. A supervisor who is perceived as less than honest might seem to be working in his own interests rather than the company's.

2) Consistency — Any sign of favoritism quickly destroys the boss' credibility and influence. Particularly where discipline is concerned, fairness is all-important.

3) Accessibility — "It is comforting to know that your boss is available if you have a question or get into trouble," Patchin advises. But an open-door policy is not enough, nor is mere physical presence. Bosses who are always around may still have a problem with what Patchin calls "mental inaccessibility": they are unsympa-

thetic or only pretend to listen. Workers who receive a curt or uninterested response tend to stop coming back.

4) Personal competence — Although today's boss would be hard put to learn all the subordinates' jobs, he must know enough about their work to recognize good performance when he sees it. He should also be able to provide information, choose materials and secure additional help for special problems. "Today," argues Patchin, "it's more productive to see yourself as the expeditor, not as the boss." ■

"It takes less time to do a thing right than to explain why you did it wrong." — Longfellow


Lofts Holds Field Day

Bound Brook, NJ — Lofts Inc. recently held its Annual Field Day at its Martinville, NJ research farm. Over 150 guests included landscape architects, landscapers, park managers, county agricultural agents, automated lawn dealers, university researchers and members of the press.

Rutgers University's Drs. Henry Indyk and C. Reed Funk opened the program with talks on the uses and availability of turf-type perennial ryegrasses. Dr. Al J. Turgeon of Tru-Green in Ohio spoke on pesticides and the environment. Dr. Richard Hurley, Lofts Director of Research, discussed total turf renovation, while Ms. Maria Cinque of Long Island spoke on the diagnosis of turf problems.

A question-and-answer period was followed by a picnic lunch, after which the program concluded with a tour of Lofts' research facilities. More than 3,000 test plots are currently in use for the evaluation of turf performance under varying conditions, which include various degrees of shade.

Lofts Field Day is an annual event held in late spring or early summer. Its purpose is to promote professionalism within the turfgrass industry, and to help keep industry members informed of the latest developments. To receive advance notification of next year's Field Day, contact Lofts Inc., Chimney Rock Road, Bound Brook, NJ 08805, telephone (201) 356-8700. ■



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