Our Loss Is South Georgia's Gain . . .

Pictured above, left to right; Mr. R. T. Jones, Mrs. Jones, Dorris Burton, Past Association President Tom Burton and Mrs. Eileene Goodman, General Manager, Coral Ridge.

South Florida Turf and our Association is better for the six active years Tom Burton has worked among us.

Tom has been associated with Coral Ridge Country Club and Robert Trent Jones, world-renowned golf course architect.

To wish the Burtons well Mr. and Mrs. Jones invited the entire membership to a Club Reception on November 24, 1978.

We join in wishing Tom well in his new position with the famous Sea Island Golf Club, St. Simons Island, Georgia.

PROJECT YOUR IMAGE (Continued)

Construction and Reconstruction - According to the GCSAA Organizational Job Description, the superintendent is an expert in this area. The question is; Where does he acquire this expertise? It certainly isn't as routine as mowing or spraying. Most generally, the average superintendent never gets the opportunity to gain the experience necessary. He may, in a career, become involved in actual supervision or construction of various phases but not the complete picture.

It would seem that the aspiring professional would make the extra effort to learn accepted fundamentals of good construction. Visit the course being built in your area and ask questions. Observe methods and results. Do not accept all that you see or hear at face value. Try to glean information from the architect, contractor and superintendent. Question your USGA representative. This type of investigation is what will raise you above the mist and enable you to see it altogether.

Conclusions - This writer hopes that these words will encourage you to consider your role as a member of this profession. The word professional denotes one who has explored all aspects of his profession and has prepared himself for problems which he will face and be required to make an intelligent decision.

The fact that a club hires someone to take care of it's golf course and calls him a superintendent, greenkeeper, etc. has no meaning unless the individual knows what he is and what his capabilities are to accomplish the myraid of tasks which he shall face. Joining an organization does not change your status unless you have accepted the responsiblity to prepare yourself for the profession you have chosen. Make the most of your association with fellow superintendents. It will help broaden your professional horizons.

Remember! You will never be a professional Golf Course Superintendent until your fellow superintendents, your membership and the geneal public recognize and accept you as one.

EDITOR'S NOTE:
Al Frenette, C.G.C.S., is Golf Course Superintendent at the Peachtree Golf Course, Atlanta, Georgia. Mr Frenette is also Past President of the Southern Turf Grass Association

WHY THEY FAIL TO DELEGATE

By DR. NEWEL W. COMISH

Everyone is limited in what he can do personally by having only one head, two hands and twenty-four hours in each day. The only way managers can multiply their capacity to get work accomplished is by using the heads, hands and time of subordinates. Delegation is the way of achieving this objective; yet it isn't used as extensively as it should be by most managers. Why?

The work of managers can be arbitrarily divided into two general categories: (1) Doing and (2) Managing. Doing is worth about $1.60 per hour. Managing is worth about $20.00 per hour. A manager must do both types of work, however, the proportion of time spent on each changes as a manager carries more responsibility.

However, every manager, no matter what his level of responsibility, has a good deal of discretion over how he allocates his time to the two categories of work. If he wants to maximize his contribution to the job, he should spend as large a portion of his time as possible on managing. To do this he must delegate as much work as possible to his subordinates, and use the control systems to assure performance. This is a well-accepted principle of management, yet it isn't practiced as extensively as it should be by most managers. Why?

The purpose of this address is to explain some of the reasons why, and thus expose the rationalizations managers use to justify their failure to delegate.

The Superman Concept.

Some managers have a romantic view of themselves as the indispensable fount of wisdom; the pivot upon which their organization must turn. They must provide leadership, in all aspects of the work of their subordinates. They feel they must make all the decisions and create all the new ideas.

Managers who believe in the "Superman Concept" usually have some easily recognizable characteristics... They are poor listeners... After all, why listen? Subordinates, they believe, do not have anything worthwhile to listen to. Using this line of reasoning they justify the rudeness with which they cut into subordinates' comments... After all, it saves time and keeps the manager in the conversational spotlight.

Such managers tend to be very impatient with subordinates who may not move or think as fast as they do, and often embarrass subordinates before others to display their superiority. On the other hand, this type of manager has a "thin skin" when he is criticized for his shortcomings.

(Continued on page thirteen)

WHY THEY FAIL TO DELEGATE (Continued)

"Superman" managers are prone to make quick decisions on inadequate information. They force themselves to do this for they believe that a delay in making a decision shows weakness.

"Superman" managers tend to be more interested in *how* a job is done than in results. They want to be sure the job is done their way. They spend too much time checking on subordinates to be sure the work is being done their way, which limits the time they can spend on managing.

Such managers create problems for themselves. The lack of time to manage results in the inevitable inefficiency and confusion which is ususally blamed on the inadequacy of subordinates. The authoritarian approach they use is resented by their subordinates; morale is low and listlessness replaces initiative.

Action Equals Productivity.

A variation of the "Superman Concept" is the belief that managers should work harder than subordinates. Those who have this point of view equate with productivity. They are busy all the time. They seem to be fearful that delegation will leave them with nothing to do.

A reflection of the A.E.P. attitude is the belief that the only difference between managing a large unit and a small one is hard work. It just requires that the manager move faster and put in longer hours. Men who believe this fail to understand why they seem to have reached a ceiling on their advancement. At the same time, they are a bit fearful of a bigger job for they are unable to run any faster or put in more hours than they are doing now on their present job. These are the type of men who ruin their home life and kill themselves by overwork.

A.E.P. men have some common characteristics. They are usually extremely busy. Their subordinates have a tough time getting in to see them. When they do get to see the boss they have trouble making their point for the boss is constantly being interrupted or distracted by telephone calls, pressing paperwork and unsolved problems that "only the boss can handle." Such managers complain that they are always behind in their paperwork. They also complain about being overworked, but don't really mean it.

One of the objectives of delegation is to turn over to subordinates all the work they can do so the manager can spend most of his time managing.

Regression.

When a manager spends a good deal of his time doing the work of his subordinates he has probably regressed to the security of the work he did before he was promoted. Regression is pathetic. Managers who regress justify themselves by claiming to be giving "leadership" to their subordinates. What they are really doing is avoiding the unfamiliar, and to them, unpleasant work of a manager by involving themselves with the familiar and pleasant work of subordiates.

The symptoms of regression are easy to recognize. A regressive manager is seldom in his office for he is off providing "leadership." The operation of the unit managed by a regressive manager is uneven. Those areas of interest to the manager are well handled but the others are not.

Subordinates turn to others for leadership. This situation provides an excellent development ground for management talent. The man that fills the leadership vacuum gains excellent experience as a manager without carrying the title. Thus the seemingly illogical situation exists where a poor manager becomes an excellent developer of managers.

Lack of Time.

It is tempting for the impatient manager to take the easy way out by doing the job himself. If he does the job it gets done quickly and done just the way the manager wants it done. All the time-consuming and often frustrating work of delegation is avoided. If delegation is to work effectively subordinates must be told what to do, taught how to do it, motivated to do it, and checked upon. This takes time, but it must be done. There is no other way for a manager to multiply himself through people.

Managers must force themselves to spend the time and effort necesssary to make delegation work. The time spent in delegating should be looked upon as an investment which will pay off later in a reduction of the workload of management. Managers cannot afford the time that a lack of delegation wastes.

Lack of Confidence in Subordinates

Some managers fail to delegate because they fear that their subordinates might make a mistake, which in turn will reflect unfavorably upon the manager. Subordinates will

(Continued on page fourteen)

make mistakes, but it is one of the standard risks of management. If a manager has done a good job of selection, training and motivation, the errors that result will be few. Errors are a low price to pay for the motivation and effort that results from the opportunity to exercise initiative subordinates receive through delegation.

Another aspect of the confidence problem is the fear that subordinates will not do the job as well as the manager. This is the traditional refuge of the perfectionist and the manager with the overdeveloped ego. A manager should look upon the imperfection of a subordinate's job as a challenge to overcome through effective instruction and motivation. Most subordinates, if properly taught and motivated, can learn to do a job as well, and often better, than the boss. Even if it is not possible to get a subordinate to acheive perfection, it is wiser to accept imperfection to save management's time to devote to more rewarding tasks.

If, in spite of reasonable efforts, a subordinate continues to be incapable of performing tasks to the boss' satisfaction, then the subordinate should be replaced. It would be depressing to know how many subordinates remain on the payroll year after year doing unsatisfactory work, because the manager lacks the courage to replace them.

Fear of Subordinates.

Some managers are concerned that the work they delegate to subordinates will provide the opportunity for the subordinate to get too much recognition. They feel such recognition will have one of several undesirable effects:

1. Recognition for the subordinate, not the boss.
2. Reduction in the boss' stature by doing a better job than the boss could do.
3. Requests for an increase in pay.
4. Promotion of the subordinate out of the manager's control.
5. Or in extreme cases, promotion of the subordinate to replace the boss.

These deep seated fears of an insecure manager not only inhibit delegation, but encourage a variety of other bad management practices such as hiding talent and using high paid subordiantes to do low skilled jobs.

When a manager lets these concerns get the better of his good judgement, he hurts the surbordinate, the orgainzation for which he works and himself. He hurts the subordinate by stunting his growth and frustrating his advancement. He hurts the organization for the contributions the subordinates can make, in both the short and long run, are blocked. And finally, her hurts himself, for managers are usually paid and promoted on the basis of their ability to get work done through others, not on the basis of their ability to do the work their subordinates should do.

Although a manager may agree with the logic of delegation, it still takes a lot of intestinal fortitude, patience and unselfishness to delegate.

Higher management has the responsibility to provide the leadership and the environment that encourages, rather than stifles delegation. When promotions are based on factors other than merit, it adds fuel to the fears that block delegation.

Lack of Planning.

Effective delegation requires planning, particularly if the tasks to be delegated are complex. The plans must include the establishment of priorities, the setting of objectives, the determination of how, when or how well a task will be done, and finally who will do it. This type of planning is hard to do and some managers find it to be unpleasant. The alternative is to do the work themselves so they can do their thinking as they go along. This is not good management; unfortunately, it happens altogether too often.

Lack of Leadership.

The natural tendency of a manager is to do as the boss does. If the boss doesn't practice delegation, the course of least resistance is to do likewise. If the boss got where he is with his present methods of management, it seems logical that his subordinate managers should follow suit. Also there is the feat that the boss will criticize and embarrass a subordinate for delegating more work than the boss' standards allow.

It takes courage to delegate when there is a lack of leadership. The exercise of such courage is likely to win more praise than criticism for the increased production and higher morale that usually accompany effective delegation.

Conclusion.

The rationalizations, fears and lack of planning and leadership that prevent managers from delegating as much authority and responsiblity as they should, don't stand up under common sense analysis. It is unfortunate, however, they still prevent delegation, and are thus *limiting the growth of the manager, frustrating his subordinates and short-changing the institution for which they all work.* This is a human and economic waste.

EDITOR'S NOTE:

Dr. Newel W. Comish is Professor of Business Administration and Acting Chairman of the Department of Business Administration, Florida Technological University, Orlando, Florida.


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and

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HTM-175

Introducing the ultimate in precision.
An all-hydraulic cut for
the finest turf in the world.

PREVIEW EDITION

HTM-175 Uncompromising excellence.

Three years in the making, the mighty HTM-175 is a crowning achievement in Toro fairway technology. We started from the ground up to design cutting units that are better balanced for the most precise cut possible — a smooth, exacting cut down to 3/8 of an inch.

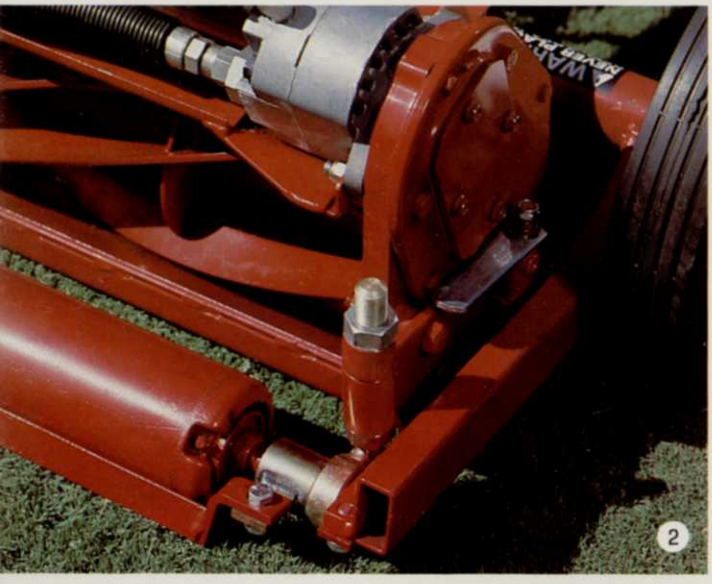
1. **Toro's exclusive reel-unit couplings** give the units greater freedom of movement to follow ground contour for the finest quality cut.

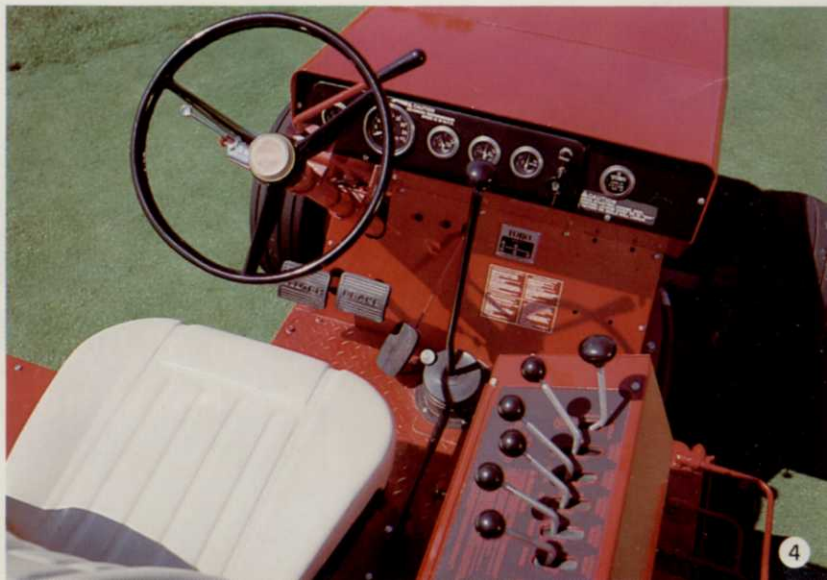
2. **Reversible reel motors are standard.** Backlap right on the machine for a reduced sharpening frequency — save on shop time. Makes clearing reels easier too.

- **The clip frequency in each gear remains the same,** regardless of engine speed, to maintain cutting quality.

3. **HTM-175 is gentler on the grass.** By custom-designing our reel units, we cut down the weight of each by 110 pounds, compared to our wheel-drive gangs. And the prime mover offers superior weight distribution over its large, high-floatation tires to reduce compaction and minimize the possibility of tire marking.

4. **HTM-175 is simpler to drive** because it uses automotive steering with the steering wheels out front rather than behind, so you can minimize the time and expense in training your operators. The prime mover features power steering, four-speed transmission, full instrumentation, and a foam-filled contour seat and backrest with adjustable seat suspension.





HTM-175 Specifications MODEL NO. 33877

PRIME MOVER

ENGINE	Diesel—Perkins, 4 cylinder 236 CID, 78 BHP at 2500 engine RPM, 16:1 compression ratio. Crankshaft of chrommolybdenum steel, connecting rods of molybdenum steel with replaceable bearing. Full pressure oiling system 30-36 P.S.I. driven by gear pump. Oil capacity — 8 quarts in crankcase, one quart in oil filter. Air cleaner with dry replaceable element.
RADIATOR	Cooling system: tube and fin construction. Stamped brass top and bottom tanks. 15 P.S.I. pressure cap. 16 quart capacity.
FUEL CAPACITY	15½ gallon tank rear mounted on tractor chassis.
CLUTCH	Borg & Beck, 11⅞ inch diameter, lever type, spring loaded, foot operated with torsional damper for smooth engagement.
THROW-OUT BEARING	Ball type bearing pre-lubricated.
TRANSMISSION	Four speeds forward, one speed reverse, synchromesh shifting in 2nd, 3rd, and 4th gears. 8.5 pint lubrication capacity of SAE 90 EP grease.
DRIVE SHAFT	2½ inch diameter tubing, two universal joints with relubricatable antifriction bearings, steel forged yokes.
REAR AXLE	Dana Model 60 H.D. 8 bolt wheel hub with 6500 lb. load capacity. 11 pint lubrication capacity of SAE 90 EP grease.
GROUND SPEED	See table below
FRONT AXLE	Welded construction, four inch, 9½ lb. structural steel I-beam with center pivot.
TIRES/WHEELS	**Front:** Cast iron hubs, tapered roller bearings. Std. drop center 14 x 8 wheels with 9.5 L 14, 4 ply 1-I ribbed tubeless tires. **Rear:** Optional model #70240 single rim with 31 x 13.50 x 15, 6 ply Wrangler R/T. Or model #70210 dual rear rims with 7.50 x 16, 4 ply R-3 tires with tubes or model #70220 8.00 x 16, 6 ply Lawn and Garden tires and tubes.
BRAKES	Bendix, 12 inch diameter by 2½ inch width, self-adjusting, double servo hydraulic brakes on rear wheels.
PARKING BRAKE	Parking brake locks rear drive wheels through use of ratchet hand lever, multi-stranded cable and conduit, actuating brake shoes.
POWER STEERING	Standard equipment, Saginaw recirculating ball automotive type power steering gear ratio 17.5:1.
OPERATING CIRCLE	Seven gang unit — 8 ft. 3 inches
CONTROLS	Foot controlled throttle, brake pedal, and clutch pedal. Hand operated emergency parking brake, fuel shut-off control for engine.
HAND THROTTLE	Variable speed mechanical governor, integral with fuel injection pump. Hand throttle lever mounted on steering column.
GAUGES	Ammeter, fuel level, oil pressure, water temperature, hour meter, speedometer with odometer.
SEAT AND SUSPENSION	Contour seat with wrap-around 16 inch high back-rest. Fingertip fore and aft adjustment. Seat and backrest are foam filled with integral vinyl cover. Seat suspension adjustable for operator comfort.
ELECTRICAL FEATURES	Two 6 volt heavy duty batteries providing 12 volt service. Delco-Remy starter, with dash mounted key ignition switch. Neutral start interlock switch: clutch must be depressed when starting engine.
ALTERNATOR	Delco-Remy 42 amp. 12 volt generator with integral solid state voltage regulator.
TOOL BOX	Located beneath seat suspension.

GROUND SPEED

Gear @	1200 RPM	1600 RPM	2000 RPM
1st	2.24 MPH	2.99 MPH	3.74 MPH
2nd	4.10 MPH	5.47 MPH	6.84 MPH
3rd	8.64 MPH	11.52 MPH	14.41 MPH
4th	14.69 MPH	19.59 MPH	Not recom.
Rev.	2.41 MPH	3.22 MPH	4.02 MPH

MOWER FRAME AND HYDRAULIC SYSTEM

OVERALL CUT. WIDTH	7 unit — 14 ft. 7 inches
RAISING AND LOWERING ALL CUTTING UNITS	1st, 2nd, and 3rd cutting units operate together. Cutting units 4 through 7 operate individually. Units can be raised or lowered in any sequence.
MAIN FRAME	Tubular and structural steel, bolted and electrically welded construction.

5 **The controls are simpler, too.** Lower a reel unit and start it cutting with just one lever. Stop all seven reels at once with HTM-175's convenient single-lever shut down. And you don't have to reach to get at the levers. They're right at the driver's side.

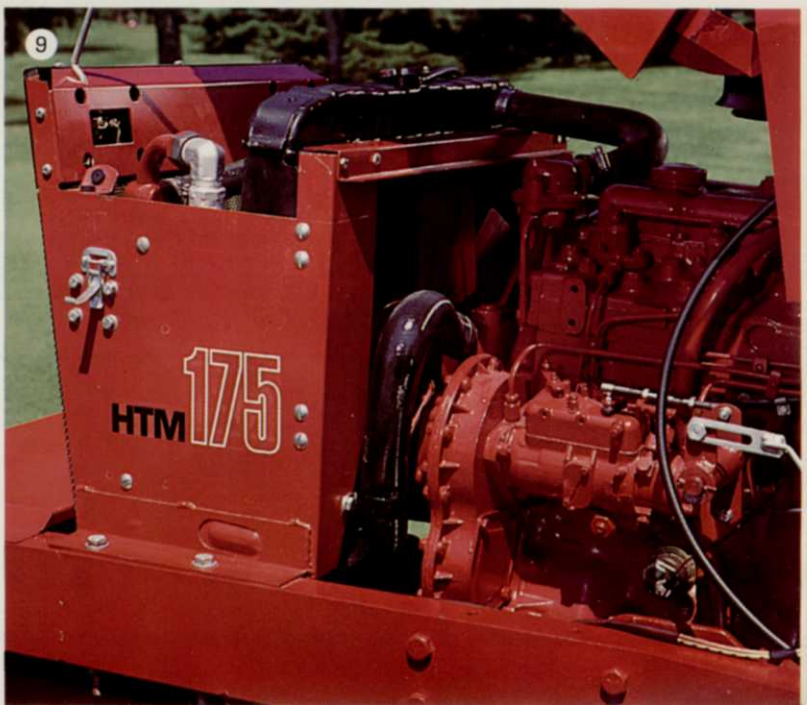
6 **Exclusive seat interlock switch** provides safer operation by stopping all reels if the operator leaves the seat.

7 **Compact pattern of cutting units** reduces the distance between front and rear units for easy mowing, easy transporting. They pull up to 8 feet in width to get you through tight places — with no units ahead of the driver to obscure front view. Raise and lower the units in any sequence to cut swaths from 31 in. to 14 ft., 7 in.

8 **Quick height-of-cut adjustment** streamlines your maintenance schedule. Change all 7 reels in just 7-8 minutes. Vary cutting height from ⅜ in. to 2½ in. And HTM-175's variable clip valve makes it easy to change clip frequency for various heights of cut.

● **HTM-175 is the perfect union of two time-tested designs.** The prime mover and cutting-unit frame have proven themselves for years on the Parkmaster, Toro's popular wheel-driven gang mower. The hydraulic reels, designed for the HTM-175, have been used and enthusiastically acclaimed on our Turf Pro 84 tri-plex.

9 **Reliable power.** HTM-175's Perkins 4-cylinder diesel gives you 236 cubes of lugging power for hills and heavy cutting. Here's a durable engine that will last for years, with minimum maintenance and maximum fuel efficiency.



HTM-175 Specifications (continued)

MOWER FRAME AND HYDRAULIC SYSTEM (continued)

WING LIFT ARMS	Tubular steel, reinforced welded constr.
HYDRAULIC RESERVOIR	Fabricated 16 gauge steel. 18 gallon capacity approx.
HYDRAULIC OIL FILTER	25 micron full flow filter with 15 P.S.I. bypass.
HYDRAULIC OIL COOLER	Standard equipment, 12 x 24 x 3 single pass hydraulic oil cooler.
CONTROL VALVES	Seven section valve bank. Each section has its own relief valve. Controls all hydraulic functions: raising/lowering cutting units and starting/stopping.
BACKLAPPING	Reversible reel motors are standard. Permits backlapping on machine.
HYDRAULIC CYLINDERS	Tie rod construction, 3 inch bore, chrome plated rod 1⅛ inch diameter.
HYDRAULIC PUMP	Gear type, 39 G.P.M. @ 1500 R.P.M., 2000 P.S.I. maximum.
HYDRAULIC HOSES AND TUBES	All hydraulic hoses, tubes, and fittings meet SAE standards as applicable.

CUTTING UNIT (CARRIER FRAME, ROLLER AND WHEELS) MODEL NO. 01080

WIDTH OF CUT	31 inches, reel type — formal turf applications.
HEIGHT OF CUT ADJUSTMENT	Quick change, pin and hole combination adjustment in ¼ inch increments. Low range cutting (⅜"-1½") with the split tube on top. High range cutting (1½"-2½") with the split tube spacer on the bottom of bedbar mounting tube. Cutting units can be precision adjusted to match one to the other. Height of cut can be varied within a cutting range.
BEDKNIFE TO REEL ADJUSTMENT	Adjustment through a single screw at both ends of the reel that is bolted directly to bedbar. Wrench captivated on adjusting screw, affords quick and simple adjustment of bedknife to reel.
REEL CONSTRUCTION	7 inch diameter with 7 blades welded to 6, 10 gauge stamped steel spiders. Reels mounted on tapered roller bearings. Left side bearing is greasable, right side bearing lubricated by oil in chain case. Bearings adjustable by nut on left end of reel shaft.
BEDKNIFE/BEDBAR	Replaceable single edge bedknife mounted on welded steel bedbar.
ROLLER CONSTRUCTION	3.50 diameter steel roller has greasable tapered roller bearings with double lift oil seal and wear sleeve to keep out grit and moisture. Uses moulded rubber bushings for mounting to cutting unit.
ROLLER SCRAPER	Adjustable fixed position scraper standard.
REEL DRIVE	Chain drive from hydraulic motor to sprocket on reel shaft. Chain runs partially submerged in oil in sealed die cast aluminum case. Adjustable idler sprocket.
CARRIER FRAME	Welded steel construction incorporates counterbalance weight and provides mounting for cutting unit to mower frame.
WHEELS & TIRES	12 x 3.00 semi-pneumatic with straight ribbed tread. Mounted on formed steel wheels with welded hubs. Relubricatable ball bearings.
FREQUENCY OF CLIP	GEAR / AVG. CLIP 1st .39 inches, 2nd .71 inches — with variable clip valve closed. 1st .43 inches, 2nd .85 inches — with variable clip valve in position recommended for 1½" to 2" H.O.C. 1st .55 inches, 2nd 1.10 inches — with variable clip valve in position recommended for 2" to 2½" H.O.C.

OVERALL DIMENSIONS

WHEEL BASE	LENGTH	WIDTH		HEIGHT	WEIGHT (2)		TREAD WIDTH		GROUND CLEARANCE
		TRANSPORT	MOWING		FRONT	REAR	FRONT	REAR	
99"	177"	96"	192"	66"	2240 lbs.	4000 lbs.	61¼"	64"	10"

(2) Includes operator, oil, fuel, coolants and gang mowers in the transport position. Additional weight may be added using liquid ballast in the tires.

OTHER OPTIONS:

Light Kit model #70095 (factory installed) and part number 26-2140 (field installed). Includes horn, directional lights with 4-way flasher, head and taillights.

Front Fenders model #70196 (factory installed).

Rear Wheels and Tires (See TIRE/WHEEL Section).

Roll Over Protection System — ROPS Model No. 70137 (factory installed) Model No. 77021 (field installed)

ROPS CONSTRUCTION	ROPS consists of welded tubular four post frame, using 2½ x 2½ x ¼ certified tubing, with fabricated steel mounting brackets.
CERTIFICATION	ROPS meets or exceeds OSHA Standards of April 5, 1972, and Corps of Engineers Standards per 385-1-1 of March 27, 1972. Certified for 8,000 pounds maximum gross vehicle weight and tested per Society of Automotive Engineers test specifications J-394. *STATE OF CALIFORNIA APPROVAL NUMBER R-463. STATE OF NEW YORK, BOARD OF STANDARDS AND APPEALS APPROVAL NUMBER 8284.*
SEAT AND SEAT SUSPENSION	Certified for usage with seat belt. Seat belt includes single retractor, 2 inch wide webbing and conduit sleeve for positioning belt for ease of operation.
WEIGHT	320 lbs.

TORO® Worth more

10

10 **Interchangeable parts make maintenance easy.** HTM-175 has plenty of standard parts. And you can interchange parts with our Parkmaster and Turf Pro 84.

● **Full Service Toro Distributor.** When you need reliable maintenance and repair service, turn to your full-service Toro distributor. He has highly trained personnel ready to serve you fast. A complete inventory of replacement parts. Plus other valuable services, like technical training for your operators. Whatever your needs in turf equipment, call your full-service Toro distributor. He's one more reason why Toro turf equipment is worth more.


12

14


15

And here are the options . . .

11 **Certified roll over protection system (ROPS)** for greater operator safety conforms to OSHA regulations. Includes seat belts.

12 **Single rear tires.**

13 **Dual rear tires.**

14 **Light kit and horn,** including turn signal, head light, stop lights.

15 **Front fenders.**


11


13

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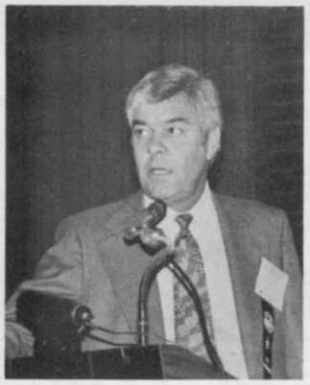
Photographic Report — 26th Annual Florida Turf Grass Conference and Show — Orlando, Fla., Oct. 15-18, 1978

Top row, left; Wayne Sloan, incoming President making presentation to outgoing Assn. Pres. David DeBra. Center, David DeBra presents "Wreath of Grass" Award to Dr. Harry G. Meyers. Right; Outgoing Secy.-Treas. Joe Yuzzi discusses Assn. business with Wayne Sloan.



Right center, Ralph White, Moderator; Jim Brooks.

Second row, left; Jerry Cheesman Lake City Community College Left, center; Dr. James Beard, Keynote Speaker, Texas A. & M. Turfgrass research. Right center; Jim Brooks of the National Assn. presents GCSAA Scholarship to James E. Bishop, Lake City College as Dan Jones looks on.

Bottom two rows of pictures show some of our members in attendance in the exhibit and educational areas.

More than 700 attended the Conference.

(Photographs by Harry McCartha)

SEEING IS BELIEVING...

Right before their eyes, DuPont Sales Representative, Pat Nelsen, and Earl Shafer, Superintendent of the Nemours Golf Course at Wilmington, Del., watch a "Tersan" 1991 water-soluble package dissolve. In just a matter of minutes, the convenient package goes into solution; and without any direct user-exposure to the fungicide from measuring and handling.

Users and applicators of the new soluble package of "Tersan" 1991 fungicide will find each 1.5 lb. bag contains three (3) ½ lb. soluble packets, ready to drop in the spray tank. According to DuPont, turf professionals, lawn care companies and applicators will find quantities of the soluble package limited this season.

DuPont recommends use of "Tersan" 1991 in combination with a contact fungicide for the control of many turf diseases, including dollar spot, large brown patch, Fusarium blight and strip smut. .

Hector Supply Co. gives us a big hand!

In the past our small magazine staff has addressed the "South Florida Green" envelopes by hand . . . a time consuming job!

Now thanks to Hector Supply and their Computer Center we've gone modern . . . saving 75% of the time formerly spent.

Shown left to right; Ralph Luga, Computer Specialist, Ralph Baxter, Vice President, Turf Sales and Fred J. Maxted, President Hector Supply Co.

Paul Turcotte, Asst. Director of Parks & Golf Courses, City of Miami.

Al Howard, Director Parks and Recreation, City of Miami.

Dan Jones, SFGCSA President — Clubs of Aventura — Miami.

Alan Weitzel, SFGCSA Vice Pres. Dade County Golf Courses.

Tom Mascaro — Guest Speaker — Turfgrass Products Corp., N. Miami.

- *December Assn. Night Meeting.*
- *Miami Springs Country Club.*
- *Art Lancour, Supt. Ralph Allen, Golf Professional.*
- *Afternoon Golf — Steak Dinner — Cocktails — 7:30 Educational Meeting — GREAT!*

Role of the Golf Course Consultant

By MAX A. BROWN, Ph.D.

Dr. Max A. Brown

This article presents to you what I feel to be the present and future role of the golf course consultant. These thoughts are based on my experience as a consulting agronomist in all parts of this country and around the world for the past fourteen years.

An effective "cop-out" for me would be to present one picture to you — a group of golf course superintendents and another picture to golf course owners, managers and greens committee members. I won't do that; what I say here is my objective appraisal that I would tell to golf course superintendents, owners, managers and greens committee members alike.

DEFINITIONS

Let's begin our discussion by defining a few terms so that we all are talking about the same things:

First of all:

1) Consultant: one who gives professional advice or services,

2) Consult: a) to ask advice or opinion, b) to deliberate together: confer. Therefore, a golf course consultant is one who is asked to give advice or opinion on golf course maintenance. Also, he must deliberate together or confer with a person. This person should be the golf course superintendent; too often it is with the golf course owner or manager, at the exclusion of the superintendent.

Many times I have been called upon by people other than the golf course superintendent to review a maintenance program. It is obvious that their purpose is to call in a hatchet-man to side against the superintendent. I don't do it. It works out better if management requests the superintendent to seek the help or guidance to solve the problem. If requested by the superintendent much more good can be done, simply through the cooperation which will result.

THE SUPERINTENDENT

What makes a good superintendent? How do you judge and say this guy is a better superintendent than the other guy? Simply by the *day-in, day-out condition and playability of his golf course, for the money spent.* He can only be judged by the quality of his product in view of the resources available to him. He may be stuck with a "dog" of a golf course and no amount of money or skill can make it look good — but he is still judged by it.

If we study this man that we judge to be a good superintendent, we invariably find him to have the three following qualities:

1) Well organized.

(Continued on page nineteen)

Role of the Golf Course Consultant (Continued)

2) Technically, well founded in a) turf requirements, b) equipment, c) irrigation, etc.

3) Dedicated man, continually studying and learning. He is a man who openly admits he doesn't know all the answers. He remembers the old definition of an educated man as one who doesn't necessarily know all the answers but knows where to find them.

The better superintendents, in this game of musical chairs we see around us, seek to improve themselves professionally and financially by taking better jobs as they come along. We have seen in recent years that many of the highest paying jobs, with the highest maintenance budgets, are with golf complexes with two, three, four or more golf courses.

The man in charge of operations like this finds it necessary to hire people to work for him who are in actual fact the superintendents on the individual golf courses. He no longer has the time to study each blade of grass on a daily basis. He finds himself conferring with his superintendents, giving advice and opinion. He finds himself to be almost a (shudder) consultant.

CONSULTANTS

A good superintendent has many sources of information at his disposal. With a legal problem he can call his lawyer, a medical problem his doctor, a financial problem his banker or accountant. For technical information on his golf course he can consult text books, or periodicals. He can ask a respected superintendent, call the county agent, one of the state turf extension men, or a USGA Green Section agronomist. Irrigation equipment manufacturers strongly recommend using a qualified irrigation consultant for irrigation problems. A professional golf course consultant is simply another source of information. Used properly, all of these sources of information are good forms of *insurance against a small problem becoming a major calamity.*

All of the above listed sources of information are technically consultants. Some you pay for by tax funds, others you pay for by private funds.

The important factor is that you know your sources of information and use them to *your* best advantages.

The role of the private golf course consultant has varied over the years in this country. In Florida, with its tremendous number of golf courses, the need for technical information has been particularly acute. Florida has had one of the strongest turf research and extension programs of any of the states and it's had a wealth of the best superintendents and best conditioned golf courses in the country. But the demand for perfection has been greater in Florida than in any other region of the country.

Private golf course consultants have come and gone over the years in Florida. Often, they have created bad impressions with the industry. We could blame several things for this: personality reasons, spreading too thin, too little knowledge, and various and sundry poor approaches to the business. But we cannot deny that a tremendous demand for turf consultants has existed, and the demand in the industry is obviously increasing.

What does an individual need, or what should you expect in a turf consultant?

1) Must be independent with no binding ties or axes to grind.

2) Must keep constantly abreast of latest technical information (pest control), equipment, managements, irrigation, etc. a) read literature, b) attend meetings and conferences c) visit courses and superintendents over a wide area.

3) Must know golf, and the relationship of turf to the game. (Grain, moving heights, footing, body, etc.)

4) Must be aware of maintenance practices and requirements of all types of golf courses over as broad an area as possible. Athough conditions are different we can sometimes benefit by procedures used in Maine or California. Innovations are made by individual superintendents all around the world and he must be aware of these.

5) Must be able to work recommendations into the maintenance program, not simply make the recommendations. Anyone can tell a man what chemicals to use to control weeds in a green, in a lake or around trees, but how can he work it into the program if the crew is short and equipment is old?

TRENDS OF GOLF TURF INDUSTRY

1) Greater demand for perfection. Very little tolerance of imperfection.

2) Better men are increasingly becoming responsible for multiple golf course complexes, and for more than one independent course.

3) Top superintendents are increasingly budgeting funds each year for obtaining emergency help when and if necessary, and for a periodic review of their total operation. The funds are considered an investment in better golf turf and insurance against major problems. The greatest problem is finding the man or organization who is qualified, whose judgment you can trust and respect. If a problem arises it is better for the superintendent to solve it himself than to have management go outside for help. When management goes outside for help it seldom works. Complete acceptance and cooperation is reqired between the superintendent and the consultant or the time and money is wasted.

Reunion Becomes Surprise Birthday Party

TOP ROW, Left to Right; G. C. Horne, Roy Baer, Ralph White, Joe Konwinski.
BOTTOM ROW; Jim Ousley, Sr., Al Witherspoon, Jimmie Blackledge, Gene Nutter.

In 1958 the FTGA membership committee had a meeting at the "Famous" Restaurant in Lake Worth. The six member committee agreed to have a reunion twenty years later to discuss changes in the industry. September 8, 1978 they were reunited and used the opportunity for a surprise birthday party for Jimmie Blackledge.

The reunion location was different since the Broz family moved their restaurant to the Bohemian Garden in Lake Worth. Also two new guests were invited. Those attending were Ralph White, Joe Konwinski, Al Witherspoon, Jim Ousley Sr., Dr. Gene Nutter, and guests Dr. G. C. Horn and Dr. Roy Bear.

The eight member group has a composite total of 249 years turf experience. Because of the vast experience, a background of each person will help new members to our association. The group is lead by Jimmie Blackledge. Jimmie started in 1930 as the Superintendent at the Indian Creek Country Club in Miami. He is past president of our association and served on the board of directors for twenty years. Jimmie is currently a turf consultant for Southern Turf Nursery. Dr. Jean Nutter started in 1948. Gene is a past professor at the University of Florida and Lake City Community College. In both instances he started the turf programs at each school. Gene now is a Vice President with Chem Lawn Inc. Gene flew in from Atlanta just for the reunion. Ralph White started his turf career in 1953. He has been a professor at the University of Florida and is now working as the Vice President of Southern Turf Nursery, Tifton, Georgia. He also came to town just for the gathering. Al Witherspoon has been working with turf since 1954. A University of Florida graduate Al has been superintendent of numerous south Florida golf courses. Al is now in charge of the Wellington Polo Fields. Jim Ousley Sr. is the founder of Ousley Sod Company. His turf experience dates to 1946. He is the leader in the development of certified turf in Florida. Joe Konwinski started working with turf in 1945. Joe is a past president of our association and served as the Secretary-Treasurer for fourteen years. He was the Superintendent of the Lake Worth Country Club for thirteen years. Joe is currently a turf consultant and instructor of turf classes at Palm Beach Junior College. Dr. G. C. Horn is a past professor at the University of Florida and is now a statewide turf consultant. Dr. Roy Bear started his turf career in 1945. Before the current University of Florida Plantation Research Station was established the research was done by Dr. Bear in Belle Glade. He is now a turf consultant.

In 1958 there were 125 golf courses in the state Now there is more than that total just in Palm Beach county. The growth of the turf industry has exceeded even these leaders. Now the state total of golf courses nears the 700 mark.

The party night was closed at the Polish Club in Lake Worth. While Ralph White was dancing alone the other seven members were planning for 1998.