



From  
Tee to Green  
Get The Standard  
of  
Excellence

Tee, Fairway, Green, or around the clubhouse. Whatever your needs for golf course accessories you'll find it at Standard Golf. Standard has the most complete line of accessories — all made with the top quality that Standard built its reputation on.

Get the finest for your course. Get the Standard of Excellence.

**STANDARD**  
**GOLF** *Pro Line*

Standard Golf Company  
220 E. 4th St., Box 68  
Cedar Falls, Iowa 50613  
(319) 266-2638

# Problems With Difficult People? Learn To Take Control

By Nick Adde  
Special to the Times

Everybody gets along with somebody, but nobody gets along with everybody all the time. Often, two people just can't seem to coexist at all.

When somebody constantly rubs you the wrong way, the easiest thing to do is ignore that person. But that isn't always possible. Conflicting personalities often must work in the same offices, ride the same buses, attend the same social functions — regardless of choice.

Robert Mumford, a retired Navy captain who spent part of his career conducting management training courses, doesn't claim to have a universal solution for personality conflicts. But he does have a workable model to follow, for people who want to reach detente with constant adversaries.

Mumford, who lives in Gaithersburg, Md., teaches a course called "Handling Difficult People." The objective of the one-day, five-hour session is to establish enough self-confidence to positively redirect a sticky relationship.

He states from the first that he is no psychiatrist. When discussing difficult people, Mumford talks about practical ways of dealing with them. He spends a little time speculating on why a person chooses to be difficult.

A difficult person, for the sake of the course, is described by Mumford as someone who is "probably difficult to most people, most of the time. That person probably won't change. Situations sometimes change, but not always. "How you react will determine how much change will take place.

Mumford's main tool for dealing with difficult people is a technique called transactional analysis (TA). He credits several books on TA and his own experiences in coping with difficult people with helping him formulate his ideas. But, he says, about 40 percent of the ideas he puts forth in his class are his own.

Mumford describes TA as a method for understanding communications, in both family and work situations. TA preserves the dignity of the individual: There are no good guys or bad guys.

In Mumford's scheme of things, the personality is broken down into "ego states," a system of feelings and behavior patterns. The three categories of ego state — parent, adult and child — are similar to but simpler than the Freudian ego, superego and id.

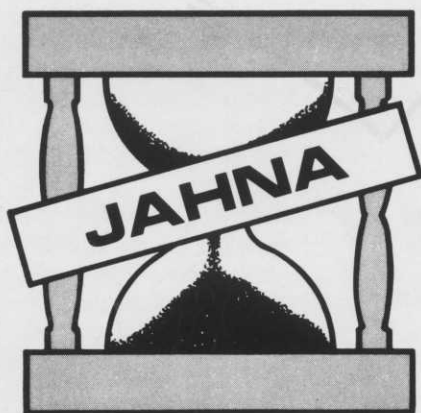
The parent ego state is subdivided into two more categories: the critical parent, who is opinionated and moral and sees error, and the nurturing parent, who is sympathetic and understanding.

The adult ego state is the processing part of personality. It is completely analytical.

The child ego state is also subdivided, this time into three categories.

The first is the natural child, who is uncensored and uncontrolled. Basic emotions — joy, love, anger — exist in the natural child in their purest forms.

*(continued on page 33)*



## Your Sand Man

E. R. JAHNA IND., INC. 102 E. TILLMAN AVE.  
LAKE WALES, FLA. (813) 676-9431

(continued from page 32)

Then there is the adopted child, whose behavior has been modified by authority figures. A negative modification would be procrastination; a positive one, courtesy.

The third is the "little professor" who takes care of the creative, intuitive and manipulative instincts.

After discussing the three ego states and their subdivisions, Mumford then defines three interactive processes characteristic of a difficult person's behavior: stroking, stamps and games.

"Stroking is any act implying recognition of another's presence. It can be verbal, eye contact or touch. Stroking can be positive or negative. Saying hello to a person at the bus stop every day is a stroke, probably a positive one."

Everybody seeks a minimum amount of strokes each day, says Mumford. And they will do what ever is necessary to get them. If a person can't get a positive stroke, he will settle for a negative one. Difficult people have learned to seek negative strokes, says Mumford.

Stamps are unexpressed feelings people collect in the child ego state. They are "pasted" into a book, like trading stamps, to be "redeemed" for guilt-free behavior that expresses emotion. X amount of stamps might be redeemed for a good cry, for example.

Instead of amassing a big stamp collection, a healthy person expresses emotion at the time, says Mumford.

Games take place when emotions are regulated — in a working situation, for example. On the surface, a game may seem plausible or rational. But there is always an ulterior transaction taking place. These games are not fun, says Mumford. The payoff is always negative because games avoid intimacy and openness.

Mumford lists some "caveats" in dealing with difficult people. It's tough to change behavior, he says. He also warns class participants never to use TA tactics to "consolidate or win." The upper hand, he says, cannot be maintained. Finally, don't expect miracles. "Nothing works all of the time."

## TA IN ACTION

People who have taken Robert Mumford's course in handling difficult people say they have come away enlightened. Transactional analysis is not modern-day voodoo; it is a practical tool which can be used to diffuse tense situations.

Peter Kern, who analyzes data for a sheriff's department, says, "Now, when confronted by a difficult person, I not only know what to use, I know what not to use."

Mumford course made Doug Pray, a college student who works part-time in a ski shop, recognize faults within himself.

Bill Henning had his interests in TA whetted enough to

pursue the matter further. He has since read several books on the subject, he says.

The three men took Mumford's class with 14 other people, on a cold, blustery Sunday.

At that time, Kern says, he was taking the class only as a matter of interest. He had no specific difficult person in mind when he registered. "But the very next day, when I went back to work," says Kern, "a person in the office began giving me a hard time about the way I was dressed. I think he was just looking for a reason to make fun of me."

Instead of becoming defensive or getting angry, Kern responded by asking his would-be prosecutor analytical question. "I asked him why what I was wearing bothered him, using plenty of what/how questions," says Kern. "By doing this, I avoided giving him the payoff he was really after." That person, says Kern, isn't bothering him anymore.

Rather than direct any what/how questions to anyone in particular, Doug Pray took the points Mumford expressed in another direction — inward. "Everybody in some way is guilty of being difficult — in the terms Bob illustrated," he says.

Pray pointed out that even though Mumford didn't go into that facet, "If you're under a lot of pressure, you can help yourself with the same analytical approach." Pray works with most of the other 11 people in the ski shop on a "peer level." But, he says, "Some — myself, my peers and my superiors included — don't always take criticism well." Kern thinks he found a way to come to terms with his own and his peers' emotions.

Bill Henning, who is an oceanographic engineer, says he uses what he learned "both at home and when dealing with customers." One particular customer Henning encountered since taking the course was particularly livid — and rightfully so. "The problems he had were our fault."

"But he was so upset, there was no talking to him for quite a while." Finally, Henning was able to "get into what was actually going on" by responding analytically rather than emotionally. "We got past the anger," says Henning, "and into the matter of discussing what was needed to correct the problem." ■

(305) 581-0444

### SPREAD-RITE, INC.

CUSTOM SPREADING  
FERTILIZER • DOLOMITE • ARAGONITE

LAMAR SAPP

5500 S.W. 3rd STREET  
PLANTATION, FL 33317



# Rebuttals To: The

## A Rebuttal "The Municipal Golf Course"

By  
Gurn Weaver, Adviser  
Golf Course Advisory Commission  
City of St. Petersburg

The article in the Fall 1984 issue of *The Florida Green* is full of erroneous and, at times, ludicrous, generalities which are an affront to the many dedicated golf course superintendents and operators of the so-called municipal golf courses. It is an unwarranted put-down of all municipal golf course operations which, as evidenced by the many successful operations in the State, provide a much needed opportunity for thousands of golfers in the communities in which they are located. Some support for this opinion can be found in practically every paragraph of the article.

For example, the opening statement in the second paragraph - "Municipal courses are usually very crowded", and the reasons supporting this observation. How many courses, privately owned, municipal, or private (except the very private) are not "crowded" especially during the winter season. And isn't that what the game is all about - providing more and more facilities so that more and more people can enjoy their favorite pastime? If not, why the steadily increasing number of the the above classes of courses? And what about the tourists, not all of whom come to Florida to lay on the beaches or visit Disney World? In addition to the other millions of dollars they bring into the State, the tourists creates 65 to 70% of the total yearly revenue for daily-play courses.

"Early tee times do present some maintenance problems" - a very astute observation! Does the one hour difference in starting times between daily-play courses and private courses create insurmountable problems in the maintenance of a course? Most golfers will patiently wait for operators of greens and fairway mowers to perform their duties on all classes of courses and most of these operators are cooperative, considerate and dedicated to the performance of these duties.

As for the statement regarding the standards of maintenance between municipal and private facilities, obviously most golfers would prefer to play on a highly manicured course if it were economically possible. Unfortunately, not everyone who enjoys the game can afford the exorbitant initiation fees, the sky-rocketing monthly dues and the frequently unexpected year-end assessments which are becoming more and more a part of the private course operations. Golf is fast becoming a pas-

time which, were it not for municipal courses, many could not afford. And, in spite of the implications to the contrary, there are many well-kept municipal courses which provide this opportunity at a reasonable rate while still operating on a no-loss basis. Not all private courses are in first-class condition and many would welcome more revenue from outsiders.

Is the governmental bureaucracy referred to in the article too much more complicated to deal with than a membership of 300-400 people whose only experience is maintaining their own lawns (heaven forbid) and a Board of Governors, each of whom are agronomical wizards and have their own expert opinions about how high the greens and fairways should be cut and where the greens budget should be spent - on the golf course or on the clubhouse grounds so they can impress their business associates and friends?

How the golf course superintendent gets the job done is related very slightly to whether or not an employee is carrying a union card. As long as time tested human relations principles are applied in the supervision of all employees and accurate and complete records are kept for employees there should be no basis for "strained relationships" between employees just because one is a member of a union. Normal discharge proceedings can generally be followed in eliminating the so-called "bad" employee with a reasonable time period.

Budgets - Is there a great deal of difference in preparing a guideline for anticipated yearly revenues and expenditures for a municipal, a daily-play public, and private golf course? Certainly not. And don't many golf course superintendents at the private course have many of the same problems justifying the selection and purchasing of their choices of equipment when, perhaps, some members of the club and/or Board of Governors have their own preferences as to which piece of equipment should be purchased and from whom, very often at a higher price than would be spent for equally good or even superior equipment from a reputable distributor?

Finally, most county and city governments do not become involved in enterprise agencies such as golf courses to compete with other public golf course operations. In many cases they have done so to make recreational use of a site which was either not suitable for residential development, such as a sanitary landfill, or land which was donated for recreational use only. Unfortunately, in many cases such facilities have been constructed by a governmental agency and subsequently leased to a private individual or group. The result is usually higher daily fees at the expense or the elimination of privileges for the ones the facilities were built for in the first place.

There are not too many municipal golf courses and these courses do provide an affordable opportunity for thou-

# Municipal Golf Course

sands of low income people to enjoy the game. But it is possible, and it should be imperative that such courses be operated on a self-supporting basis and not be an added burden on non-golfing tax payers.

The answers to the questions posed at the conclusion of the article are readily available from the National Golf Foundation or, more readily, from the Florida Municipal Golf Course Association. ■

Dear Editor:

The article "The Municipal Golf Course" written by Brad Kocher which appeared in the Fall Issue of *The Florida Green* is representative of the uniformed mentality that plagues golf course operations.

Municipal golf courses are crowded, and for good reasons. The municipal golf courses provide a service to the faction of golfers that the private sector obviously chooses to forget. If the private sector addressed the needs of the limited income golfer, who cannot afford the outlay for exorbitant annual or daily fees, the need for municipal golf courses would be eliminated.

The majority of the municipal golf courses in the state operate as an Enterprise Fund. Basically this means that the golf course must operate on a self sustaining basis *Totally* supported by users fees. We receive no general funds or tax revenues and in fact, return to the city coffers substantial payments for administrative services performed by other City departments as well as payments in the lieu of taxes. In many cases golf course revenues are used to subsidize facilities that are not self sustaining thereby, somewhat relieving the tax burden for those persons who do not utilize the golf course.

Budgets for the City of Orlando are prepared only six months in advance and reflect anticipated increases in materials and supplies. Most municipal golf course budgets include contingency funding that allow for weather, insects or other unforeseen problems that may arise.

The lead time required for purchasing of maintenance materials is greater than that of private clubs. This requires the superintendent to do advance planning in order to provide the purchasing agent with sufficient lead time. However, superintendents are only human, and at times, may forget to order an item or through no fault of the superintendent, conditions may change rapidly creating an immediate need for a special fungicide or insecticide. On occasions such as these, most municipalities have emergency provisions in which items can be obtained immediately. The purchasing procedures, though somewhat cumbersome, does not have the crippling effect that is presented in Mr. Kocher's article.

Capital expenditures for equipment are handled on a bid basis, however, contrary to Mr. Kocher's observations, municipal superintendents can specify brand names or specific manufactures when requisiting equipment. The bid procedure requires the superintendent to be very

familiar with the specifications of particular equipment in order to justify the brand of mower etc. he wants. If the superintendent does his homework, he will get the piece of equipment he wants.

The competitive bid process also provides substantial savings on equipment from vendors desiring to do business with cities.

The purchasing procedures for municipalities are established to insure that tax payers' money is spent wisely and impartially resulting in the City receiving maximum benefit from the money it spends. I believe that when membership assessments become necessary at private clubs, some members wish that better fiscal management existed at their club.

Mr. Kocher's article appears contradictory when in one paragraph he cites that municipal employees are not motivated financially due to the lack of overtime and in another paragraph points out that municipal employees make higher salaries than private clubs.

Of the 20 municipal courses responding to the Florida Municipal Golf Course Association's Annual Survey, 17 courses have overtime on a scheduled basis with the average budget for overtime being \$4,724 per year.

It is true that municipal employees are paid better than the private clubs. Its also true that municipalities benefit packages are excellent. However, rather than being a burden on my operation, I feel this salary package helps add stability to the maintenance operation by aiding in the recruitment and retention of quality employees.

Labor Unions are a fact of life with municipal operations. They provide employees with protection and insure that employees are treated fair and impartial. Unions set strict procedures in which disciplinary action is administered and superintendents are bound to follow these procedures. However, when it becomes necessary to discipline and/or terminate an employee, it can be done almost as quickly as most private clubs. I do not follow the belief that good employees are losers when it comes to Labor Unions. It's a general consensus among our crew that the union protects them from being terminated for minor mistakes as well as removing personality conflicts from disciplinary action.

In closing, it is my opinion that Mr. Kocher's article presents an inaccurate, one side view of municipal operations. many municipalities are striving to eliminate the stigma associated with municipal golf courses by providing a quality golf facility at affordable prices while operating on a self sustaining basis, so as not to be a burden to the tax payer. Most municipal courses are successful and will continue to be as long as the private sector chooses not to serve the needs of the low to moderate income golfer.

Raymond W. Weaver, Manager  
Dubsdread Golf Course



**SERVING ALL OF FLORIDA**

with

**INSECTICIDES, HERBICIDES, FUNGICIDES  
& APPLICATION EQUIPMENT**



**"DESIGNED  
FOR  
THE TURF  
INDUSTRY!"**

**SOUTHERN MILL CREEK  
PRODUCTS CO., INC.**

Dade  
635-0321

Tampa Office  
1-800-282-9115

Florida wats  
1-800-432-8717

**AGRICULTURAL COMPUTER USER  
GROUP MEETING**

7:30 P.M.

Thursday, June 28, 1985  
Palm Beach County Extension Service Office  
531 North Military Trail  
West Palm Beach

*This is for anyone wanting to learn more about computers and their uses in agriculture. At this meeting there will be five different brands of computers available with some of the agricultural software that runs on them. Come on and get in on the exchange of computer related information. This group meets the last Thursday of each month.*

**Calendar Of Events**

- June 24** TROPICAL FRUIT FESTIVAL,  
1-5 p.m. Extension Office  
531 North Military Trail  
West Palm Beach.
- June 28** AGRICULTURAL COMPUTER  
7:30 p.m. USERS GROUP (see above)
- July 2** CORE EXAMINATION FOR  
9:00 a.m. PRIVATE PESTICIDE  
APPLICATORS LICENSE  
Cooperative Extension Service Office  
531 North Military Trail  
West Palm Beach
- July 3** FLORIDA LANDSCAPE AND  
7:30 p.m. GROUNDS MAINTENANCE  
ASSOCIATION, Monthly Meeting.  
Cooperative Extension Service Office  
(address above)
- July 18** COMMERCIAL PESTICIDE  
8:30-4:30 APPLICATOR'S EXAMINATION  
(core plus ornamentals and turf section),  
Belle Glade Extension Office
- July 18, 19** INTERIORSCAPE SEMINAR  
(see enclosed brochure)
- Oct. 1-3** FLORIDA TURFGRASS  
ASSOCIATION CONFERENCE  
Show, Tampa.

**ALL MEETINGS ARE OPEN TO ANYONE REGARDLESS  
OF RACE, COLOR, SEX, OR NATIONAL ORIGIN.**

Amy Kellum  
Extension Agent I  
Horticulture

**ARBOR  
Tree &  
Landscape Co., inc.**

Equipped for the Large Job  
Not too big for a Small Job

**A COMPLETE SERVICE COMPANY**

- Expert Personnel
- Stump Grinding
- Root Pruning
- Trimming, Removal
- Planting, Transplanting
- Bracing & Cavity Work

**732-2211  
499-4461**





# Bermudagrass Decline

by T. E. Freeman and B. J. Augustin\*



Florida Cooperative Extension Service / Institute of Food and Agricultural Sciences / University of Florida / J. T. Woeste, Dean

In recent years, a localized disorder of bermudagrass has been observed on golf greens (Fig. 1). The condition has been declined. Since its first occurrence in the early 1970s, the disorder rred to as bermudagrass has become progressively more severe and in 1982-83 was one of the most troublesome problems facing golf course superintendents in Florida.

## SYMPTOMS AND CAUSE

The symptoms of the disorder first appear as chlorotic (yellowish) patches 8 to 24 inches (20 to 61 cm) in diameter (Fig. 2). The grass then begins to thin and a bare spot usually develops in the turf (Fig. 3). It is common to see green shoots of grass next to chlorotic ones in the area around the edge of the patch (Fig. 4). Plants in the affected areas have a very poor root system characterized by short brown roots and an absence of feeder root and root hairs. In addition, there are usually no rhizomes present and very few stolons (Fig. 5). If diseased roots are examined microscopically, coarse brown threads of a fungal growth are virtually always present in and on the root surface (Fig. 6). Therefore, the disease is considered to be a root and stem rot.

The cause of the disorder has not been definitely established. However, the observed brown fungus is believed to be involved in some manner. Due to the sterile nature of the fungus as it occurs on the plant, no positive identification has been possible, but it is believed to belong to one of two genera of pathogenic fungi, either *Gaeumannomyces* (*Ophiobolus*) or *Leptosphaeria*. It should be noted that other secondary plant pathogenic fungi, especially *Curvularia* spp., are frequently found on declining grass.

## OCCURENCE

Bermudagrass decline occurs throughout the Florida peninsula, but is most acute along the lower east coast of the state. It usually appears from late summer to early winter following periods of overcast, warm-wet weather. It is most often noted on greens where changes in turf quality are more evident than on tees, fairways, and roughs. However, it is very likely the disorder also occurs in these latter areas. All of the bermudagrass varieties used on golf courses are affected, but contaminate grasses may be more severely affected than pure stands of the improved varieties. Grass stressed by other pests, such as nematodes, and physiological imbalances is more severely affected. The decline is more likely to occur on older greens where there is a high organic matter content in the soil and a thatch problem exists.

## CONTROL

To date, there is no recommended chemical control for bermudagrass decline. Currently, the best control is achieved by following certain cultural practices. Aerification is extremely important to open up the soil and allow oxygen into the root zone (Fig. 7). Aerify as frequently as possible - every 3-4 weeks during the growing season. Use an aerifier that will penetrate the soil deeply. Use large tines (5/8 inch) for each aerification until thatch and layering problems are reduced. After aerification, topdressing should be applied and worked into the holes. Topdressing material should be a medium sand with up to 30% organic matter. This material will work into the green easily and help cover any remaining stolons for enhanced rooting. Topdress lightly each week to cover the affected areas. Topdressing also has the benefit of helping mask

\*Professor, Plant Pathology Department, IFAS, University of Florida, Gainesville, 32611, and Assistant Professor, Ornamental Horticulture Department, AREC, Fort Lauderdale, FL 33314, respectively.





Figure 1



Figure 2 (Left) and  
Figure 3 (Right)



Figure 4





Figure 5

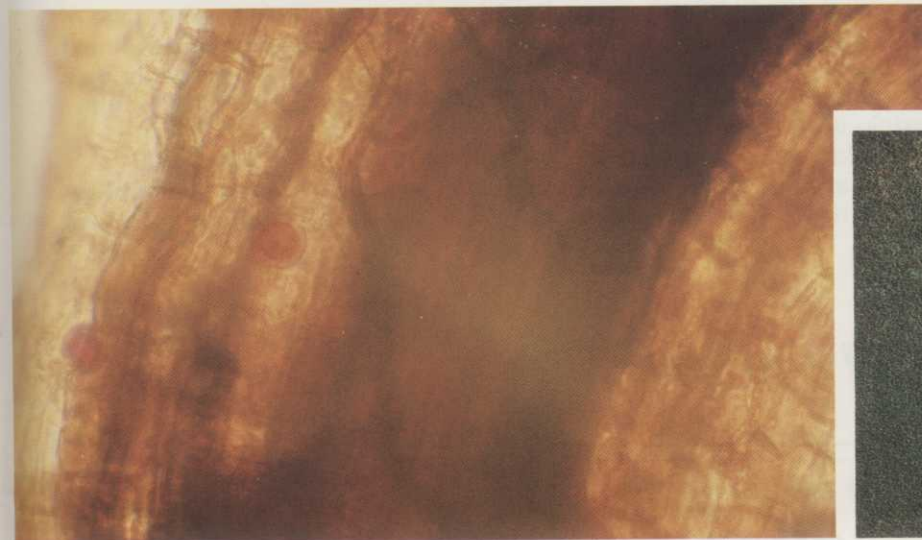


Figure 6



Figure 7

- Figure 1. A golf green severely affected by bermudagrass decline.
- Figure 2. An early symptom of bermudagrass decline is chlorosis of the grass in distinct patches.
- Figure 3. Thinning of grass due to bermudagrass decline.
- Figure 4. Edge of decline patch showing mixture of green and chlorotic shoots.
- Figure 5. Bermudagrass affected by decline. Note lack of rhizomes and the decayed root system.
- Figure 6. Stands of brown fungal growth on roots of declining bermudagrass. Also, note presence of doughnut-shaped *Pythium* oospores.
- Figure 7. Response of declining bermudagrass to aerification. Note green grass growing back in aerification holes.

(continued from page 37)

some of the damaged areas until the grass can recover. Application of a non-ionic wetting agent is important to help water penetrate into the soil, especially if there is a thatch layer. Temporarily raising the mowing height by 50% is also of benefit. This practice increases the photosynthetic area of the plant which helps it recover from the decline. Double cutting at right angles, can be used to maintain putting speed and provide a smooth surface despite the higher height of cut. If spots are severe, it is important to increase fertility to encourage rapid growth

to cover affected areas. Fertilize with a 1-0-1 ratio fertilizer at 1 pound nitrogen per 1000 square feet per week. Ammonium sulfate is the suggested nitrogen source.

By following these practices when the chlorosis symptom first appears, it is frequently possible to check the decline development. However, if bermudagrass decline is a reoccurring problem, these cultural practices should be followed throughout the growing season. ■

## NGF Projects Another Golf Boom

NORTH PALM BEACH, Fla. -- According to the National Golf Foundation, the long, slow fuse of golf's sluggish growth in the 1970s could lead to a major explosion igniting golf's third and possibly largest boom in growth. The NGF projects that by the year 2000, there could be as many as 21.2 million golfers in the U.S.

Although NGF statistics did show an increase in golfers during the last decade, the percentage of the growth of golfers averaged just one to two percent a year. But by examining census data and other demographic statistics, the potential for golf's growth becomes evident.

"Golf, like so many other areas, is likely to feel the effects of the 'baby boom' generation," said NGF Director of Research Dr. Joseph Beditz. "Participation in golf is highest in the 35-54 year age group. If current participation rates remain constant, there could be a very large increase in the number of people who play golf because so many more people will enter this age group in the next 15 years."

In 1980, there were approximately four million golfers in the 35-54 year age group. By 1990, there will be approximately 5.2 million, and by 2000 that group will swell to over seven million, representing a 75 percent increase in just 20 years.

The Foundation is planning a number of new promotional projects intended to increase the percentage of golfers by the turn of the century.

"Our statistics tell us that the greatest potential market is with the relatively young adult age group," explained NGF President David B. Hueber. "If the percentage of players in that group could be increased over the next five years, which is one of our goals, it would generate a substantial multiplier effect as they moved into the older age categories.

"A small growth in the percentage of young adult golfers could result in 25 million or more players by the year 2000."

## Florida Green Wins First Place 1984

