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seldom used, but when applied it is in the fall, winter or spring, and always on or near the full moon.

*Robert Bittner
Club at Pelican Bay*

Decided to experiment

In 1990 and 1991 the course was treated with Oftanol granule with moderate to good success. In 1992 we decided to experiment with some other products since we were concerned with other courses that were experiencing problems with Oftanol after the third year. In 1992 we also began the mapping and monitoring mole cricket activity during the months of February through May. Last year we ended up using Oftanol on half the course with the remainder divided between Pageant and Mocap. As a check we also did not apply any preventive pesticide control onto one of our fairways in order to monitor damage activity. We did end up doing some post-damage control with Orthene and baits in late August on this hole.

In 1993 we are applying Crusade on one third of the course with two-thirds of the fairways being done with Mocap. We are also applying the material to tee tops and the slopes of greens and tees. In preparation for this chemical treatment we renovated the fairways by aerifying and scalping the turf to allow for better penetration. Our application date was scheduled for the first week in June.

*Kevin Downing
Willoughby Golf Club
Stuart*

Twice a year

During the last four years at the Waterford GC we have been treating the course twice a year. We make an application in May to treat the spring nymphs. The fall application in late August.

The spring application consists of Oftanol coated fertilizer, which has consistently produced excellent results. Although last year I tried an application of Crusade which proved to be disastrous.

I have used different products for the fall application. During 1989 and 1990 I had a custom application of Nema-cur 3EC applied. In 1992 I used Orthene and Gama-mean. This year I am planning to use Mocap granule through slit injection

As a check we also did not apply any preventive pesticide control onto one of our fairways in order to monitor damage activity. We did end up doing some post-damage control in late August on this hole.

custom application.

Throughout the year I spot-treat trouble areas with Orthene, Sevimol, Pageant DF and bait.

*James B Miller
Waterford Golf Club
Venice*

Map previous year's activity

The mainstay of my program is the mapping of previous year's high mole cricket activity. This allows me to pinpoint those areas where pressures are most likely to occur.

Start the program June 10 through June 20. Treat small nymphs 2-3 weeks after 80% of eggs have hatched. Use residual product on all irrigated turfgrass. If products are sprayable do at night, early morning (most ineffective if product dries on leaves).

Mid-June to Mid-July. Use mapping records from previous years, locate and respond to past problem areas and areas where pressures have not dropped from initial treatment. Treat with alternative residual products until pressures are satisfactory. Treat weekly, flag areas to improve cost effectiveness.

Mid July through September, 3/4-inch

Monster Program. Baits are extremely effective if applied late, preferably after late afternoon showers and applied that evening from 7 to 10 p.m. Most effective using small rotary spreader and utility vehicle. Contact spray, some good, some bad, results never consistent. Soil moisture must be high same as bait, possible problems with overall weight of sprayer (when very wet). Still use some residual products usually out of frustration, when all else fails.

September through May. Usually pressures are down with the exception of "flighting." Typical scene very dry, cool, consistent weather, but with sudden temperature fluctuations and rainfall, it looks like a B-52 bombing run. In morning, use contacts and contacts and contacts, no baits. Adults usually do not eat so consequently baits are usually ineffective.

*Jeff Hayden
Gainesville Golf & Country Club*

Early to mid June

Our ongoing program is to spot-treat problem areas with Orthene, Dursban, Crusade. We monitor by soap flush.

Big treatment last five years has been early to mid-June when we have the highest population of nymphs. Last year Crusade was very successful and we will use the same plan this year. Prior years, Oftanol was used with varied results.

Spot treat year-round after this application. Some control from Nema-cur in August. Also treat for grubs, which helps knock back populations.

*Mark Henderson
Atlantis Golf Club
Lake Worth*

Constantly monitor

My main plan of attack for the control of mole crickets is to constantly monitor the golf course and spot treat the active areas. The only wall-to-wall application of pesticide is made when the newly hatched crickets, in the nymph stage, appear in early June.

This blanket application when the crickets are at their most vulnerable stage goes a long way in keeping damaging populations from occurring. Then, by watching the areas that we know will show the first signs of fresh activity, the

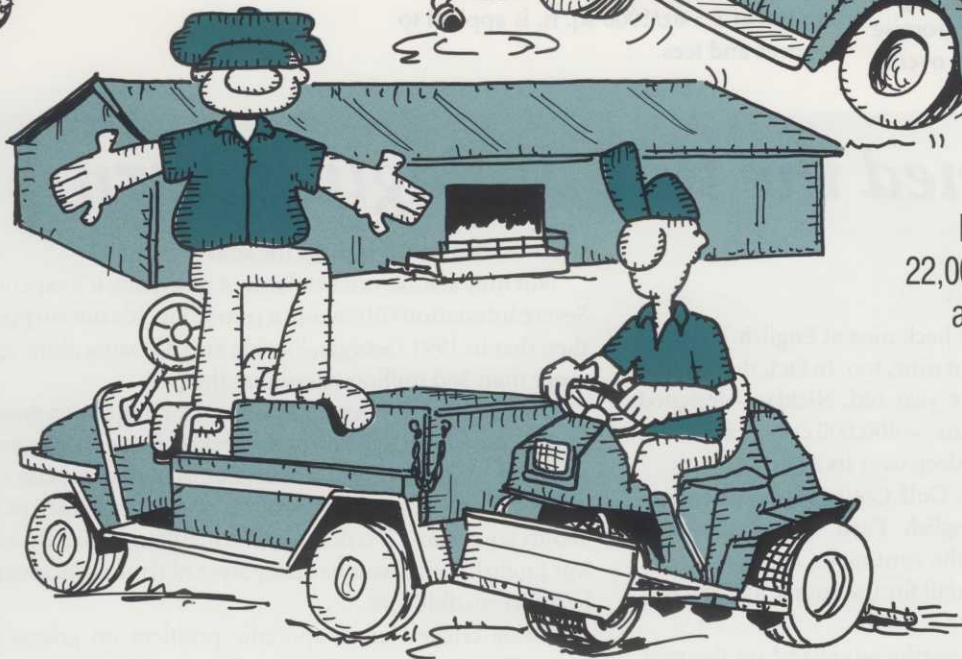
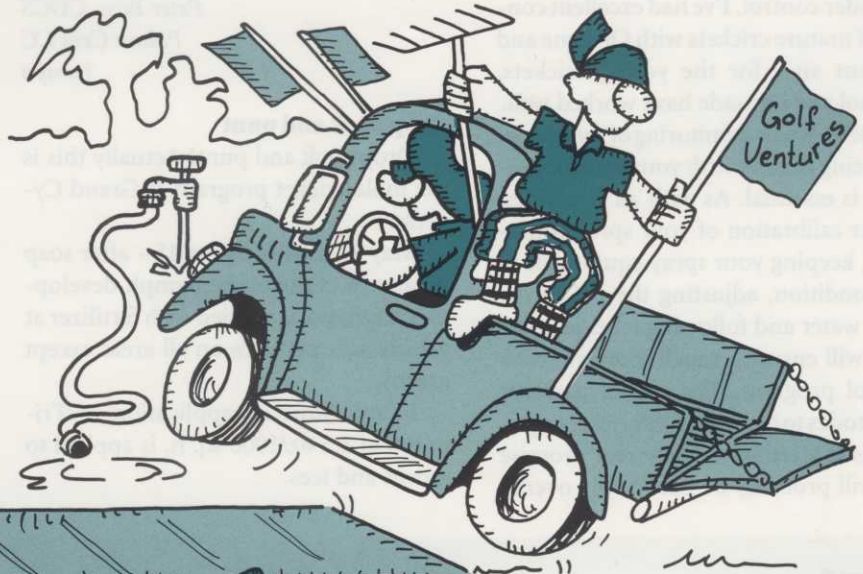




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spot treatments will keep the larger crickets under control. I've had excellent control of mature crickets with Orthene and Pageant and, for the young crickets, Oftanol and Crusade have worked well.

The constant monitoring of the course, and being flexible with your control program is essential. As with all pesticides, proper calibration of your spray equipment, keeping your spray equipment in top condition, adjusting the pH of the spray water and following label instructions will ensure a much more effective control program. The use of parasitic nematodes to control mole cricket populations is starting to show real promise and will probably be part of my overall

program in the near future.

Peter Bass, CGCS
Palma Ceia CC
Tampa

Drop back and punt

Drop back and punt! Actually this is the mole cricket program at Grand Cypress.

May 20 through June 15 - after soap flushes to evaluate the nymph development, Oftanol is applied with fertilizer at a 2 lbs. rate per acre on all areas except greens.

In mid-June an application of Triumph at 1.5 oz/1000 sq. ft. is applied to greens and tees.

In mid-July we inject fairways with 75 lbs./acre of Mocap

Remainder of cricket control is done with Orthene. We divide the golf courses equally with the superintendent, assistant superintendent and spray technician each covering six holes. Orthene is applied as needed at a 5 lbs./acre rate. All applications are made between 8 p.m. and 6 a.m. The evening and early morning applications assure that the crickets are near the surface.

Tom Alex
Grand Cypress Golf Club
Orlando



They turned the tide at English Turn

BY PAUL BAKER

(Exclusive to the Florida Green)

There's a lot of sand on the back nine at English Turn. Of course, there's a lot on the front nine, too. In fact, there's a lot of sand everywhere at this five-year-old, Nicklaus-designed course just outside New Orleans — 400,000 cubic yards of it, to be precise, spread two feet deep over its entirety.

That layer of sand, claims Golf Course Superintendent David Hicks, helps make English Turn one of the best-drained PGA-Tour stops on the continent. That's no small feat considering that total rainfall for the course approached the 100-inch mark last year.

Carved from a low-lying, marshy woodland on the west bank of the Mississippi, English Turn was specifically built with drainage in mind. Native clay, excavated from a surrounding moat-like lagoon, was used to elevate the course and shape its slopes, hills and spectator mounds. Sand, pumped from the bed of the Mississippi, was layered on to help channel water off the course in a hurry.

But as convenient as good drainage makes the 18-hole course for members and tournament players, all that sand makes a mountain out of Hicks' mole cricket problem. "English Turn is a perfect habitat for the insect," he said.

To combat the subterranean pest, Hicks uses slit application to apply granular insecticide/nematicide below the thatch layer where mole crickets are most active. He adopted the innovation from superintendents in Florida.

Mole crickets are the single most destructive pest of turfgrass in the South. When nighttime temperatures begin to rise in the spring, they burrow just beneath the surface to feed on tender roots and stems. They damage turf by feeding directly on turfgrass, and the insect's burrowing also causes further

stress on turf by drying out the soil.

Not only is mole cricket damage unsightly, it's expensive. Severe infestations often mean resodding. It's not surprising then that in 1991 Georgia, Florida and Alabama alone spent more than \$60 million to combat the pest.

Although superintendents from the coastal Carolinas to Florida have been fighting mole crickets for years, the pest is a relative newcomer to southern Louisiana, where clay constitutes the subsurface layers of most courses. Mole crickets avoid clay because it is dense and difficult to tunnel through. But English Turn, with its cushy layer of river sand, seems to be an irresistible lure.

"Mole crickets are a sporadic problem on greens and around bunkers on most courses here, and they appear to be getting worse," Hicks said. "Luckily, we can draw on the experience of people in Georgia and Florida. We try very hard to stay abreast of new control techniques, and we use a lot of different tools and products to remain on the cutting edge."

Slit application is quite literally on the cutting edge of mole cricket control. The technique involves placing granular products below the surface with a device very much like a conventional overseeder. Coulters spaced 1.5 to 1.75 inches apart cut narrow slits about an inch deep in the sod. Precisely measured doses of insecticide are simultaneously deposited into the slits.

Developed in Florida just three years ago, slit application is quickly catching on throughout the South, and with good reason. According to Dr. Bob Dunn, a University of Florida nematologist, applying granular chemicals in concentrated subsurface bands is a very effective way to control highly mobile insects like mole crickets.

"Most moving insects will cross those bands many times



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Timing is everything

Timing is the most important aspect of mole cricket control. Whatever you are going to do for mole cricket control, January through July are the most critical times!

Hatch - mid to late June in Ridge GCSA area.

January to May: Treat with Crusade, Mocap, Orthene and baits

August to September: spot treat only

We are interested in the new cedar slit injections for fairways. We believe this method will end up being less expensive due to the concentration of material in furrows.

We use Crusade on the roughs. Crusade is best on large areas.

*Buck Buckner
Orange Tree GC
Orlando*

Pray for us

Here at the Oak Bridge Club we have changed our school of thought. Instead of trying to predict when egg hatch is going to occur in north Florida and then going after nymphs, this year we went after the adults. Mocap was sliced in April 16 at 75 lbs./acre.

Normally in our area, egg hatch occurs mid-May to mid June. However, last year with an extended exceptionally cool

spring, egg hatch was occurring in late July! So who knows what "normal" is anymore!

By going after the adults, we hope to have better control over the population on site. Later on if we do get some egg hatch or fly-ins, we hope to be able to spot treat those areas.

Pray for us. We should know the "state of the mole cricket" by mid July and hopefully we can deliver a positive address.

*Eddie Snipes
Oak Bridge Club
Ponte Vedra Beach*

Please See WE ARE, page 54 ➔

Slit application is a very good way to deliver the material precisely

➔ as they dig around under the thatch," he notes, "so they will encounter the material multiple times. Slit application is a very good way to deliver the material precisely to the area where it will do the most good."

"By depositing the material immediately beneath the growing turf," he continues, "you substantially reduce exposing it to wildlife, pets and people, and you reduce potential runoff problems. It also substantially lessens any odors which occur."

For the past two years, David Hicks' mole cricket program has included two slit applications per season. "We treat the tees and the fairways at the beginning of June and during the middle of August," he said. "That gets us through our worst months, which are June through September in New Orleans. It does a good job of keeping them out of the fairways." Hicks spot-treats troublesome areas in the rough and around bunker facings.

In addition to controlling mole crickets, slit application provides other benefits as well, Hicks said. "It's a good cultural practice, very much like verticle mowing. You cut through the thatch, and that helps create new growing points." He adds that the slits heal quickly, usually within a week to 10 days.

Slit applications also help control nematodes, particularly the sting, lesion and root-knot species that feed on roots. By controlling both nematodes and mole crickets, the product allows turf to grow more vigorously, thus enhancing its quality.

Like the majority of superintendents who have adopted slit application, Hicks contracts with an outside company to provide the service. Contracting the work out made him a little nervous at first, he admits.

"I can't stress enough how important it is to build a high level of trust with the person who is actually going to be running the machine," he cautions.

"We have gotten to the point where we put out our material at night with the lights one. That provides the benefit of allowing you to keep out of the players' way. But again, success depends on how comfortable you are with the operator. Obviously, you don't want to send someone you don't know to run this machine over your course in the dark."

"Attention to details makes the switch from conventional broadcast application to slit application smoother," he continues. "It's the little things, like deciding where to turn around. For example, are you going to turn around close to the green or stay a little farther away? We've developed a flagging system that establishes those boundaries, and that's helped a lot. Of course, we still always monitor the operation."

Making sure that the operator adheres to all health and safety precautions while applying the pesticide is critical as well, he said.

Although Hicks has had tremendous success with slit applying granular insecticide for mole cricket control, he cautions that the technique may not be for everyone. "It's for people who have a situation like English Turn, where large areas are vulnerable to mole crickets. If you just have a few pockets, you might want to start a good mapping program and treat topically. You have to tailor your program to fit your golf course."

Even after two years, Hicks continues to modify his program. This year, for example, he will rotate his chemical used to minimize resistance and to enhance his nematode control program.

"We've had a lot of success with slit application," he said. "We've found that getting the material through the thatch and right to the insect is a more reliable way to control mole crickets."



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landscape and industrial grounds. Groundsmaster® 455-D efficiently mows at 6.5 mph (up to 8 acres per hour) and quickly transports from site to site at 15 mph. And it maneuvers through or transports within a 75" opening.

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A 55 horsepower, 4 cylinder, 4 cycle, liquid cooled engine provides

ample power whether mowing long hours or challenging rugged terrain. It offers the latest in diesel engine technology promoting low noise, smooth operations, low vibration, easy starting, less fuel consumption and is lightweight.

High strength, heavy duty axle assemblies exclusively designed for Toro and a rugged hydrostatic transmission allow for smooth quick speed and direction changes.



accommodate any size operator and their steering preferences. Conveniently located pedals and controls enhance smooth operations — all together for a tireless, efficient performance. Standard safety features include a 2-post Roll Over Protective Structure and seat belt.

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For the most in traction, choose the Toro 4-Matic® 4 Wheel Drive system. This automatic on-demand 4 wheel drive features an overrunning clutch that virtually eliminates turf scuffing or skidding in turns. Power is always available at front and rear axles, just when you need it most. And there's no stopping to shift.

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Even in 4 wheel drive, the 455-D is easy to operate. It's designed for comfort with a deluxe suspension foam cushion seat, backrest and armrests. The fore and aft seat adjustment and tilt steering column



455-D with the Quadfloat 126 will significantly increase your productivity and improve your aftercut appearance. So call your local Toro distributor today for a demonstration you can't afford to miss.

Groundsmaster® 455-D Specifications*

2 WHEEL DRIVE, MODEL 30450, OR 4 WHEEL DRIVE, MODEL 30455 TRACTION UNITS

ENGINE	Peugeot, 4 cylinder, 4 cycle, overhead cam, 116 cu. in. (1.9 liter) displacement, liquid cooled diesel engine. Engine rated at 55 hp (41.03 kW); governed to 3000 rpm high idle. 23.5:1 compression ratio, 3.27" (83 mm) x 3.46" (88 mm) stroke. Automatic glow plug system. Heavy duty, 2 stage, remote air cleaner.		
RADIATOR	Rear mounted, cross-flow agricultural type radiator; 7 fins per inch. Approx. 7.5 quart (7.1 liter) capacity. Air-to-oil cooler, mounted to rear of radiator, tips outward for cleaning. Removable oil cooler/radiator screen.		
FUEL SYSTEM	Rotary fuel injection pump with energized-to-run (ETR) fuel flow solenoid. Replaceable spin-on fuel filter/water separator. Fuel capacity: 14 gallon (53 liters).		
MAIN FRAME	All welded, tubular steel frame with heavy gussets.		
TIRES/WHEELS/PRESSURES	High flotation turf tread tires on demountable rims. Front tires: (2) 26 x 12.0-12, 8 ply. Rear tires: (2) 20 x 10.0-10, 6 ply. Tire pressure: 15-20 psi (103-140 kPa).		
BRAKES	Totally enclosed, dry, multi-disc (5.62" (14.3 cm) diameter) individual wheel and parking brakes on front traction wheels. Individual brakes controlled by the left foot. Dynamic braking through closed-loop hydrostatic drive. Tower mounted, hand operated, park brake latch. Individual brakes can be latched together for park brake.		
STEERING	Automotive type full power steering. Steering wheel tilts to desired operator position.		
GROUND SPEED/CLEARANCE	Forward, low range (mowing): 0-6.5 mph (0-10.5 km/hr); high range (transport): 0-15 mph (0-24.1 km/hr) Reverse, low range: 0-3 mph (0-4.8 km/hr); high range: 0-5 mph (0-8 km/hr). Ground clearance: 7" (17.8 cm)		
TRACTION DRIVE	2 Wheel Drive: Hydrostatic closed loop system consisting of a Sundstrand M25 hydrostatic pump with M15 motor driving a 2-speed axle. Toro 4-Matic® 4 Wheel Drive: Hydrostatic closed loop system, consisting of a Sundstrand M25 hydrostatic pump with an M15 motor in series with an Eaton motor, drives a 2-speed front axle and a steerable, agricultural style rear axle. A unidirectional, over-running clutch drives the rear axle and provides automatic, on-demand 4-Matic 4 wheel drive. 2-speed axle provides a high range (transport) 15.4:1 ratio, low range (mow) 32.8:1 ratio, and neutral (towing).		
CONTROLS	<i>Foot operated</i> — traction pedal, individual wheel and parking brakes. <i>Hand operated</i> — key switch, throttle, individual deck lift and deck engagement, park brake latch, tilt wheel control and traction gear range selection.		
GAUGES & DIAGNOSTICS	Gauges: fuel level, engine coolant temperature and hour meter. Warning lights: glow plugs, low engine oil pressure, high engine coolant temperature and charge light. Diagnostic pressure test ports (located under operator's seat): forward and reverse traction, lift and counterbalance circuit, steering circuit and charge circuit.		
INTERLOCK SYSTEM	Prevents engine from starting unless traction pedal is in neutral and cutting units are disengaged. If operator leaves seat with cutting units engaged, engine stops. High engine temperature also automatically shuts down engine and prevents starting of engine (indicated by RH console warning light.) Mow circuit interlock permits mowing only in low gear range.		
ELECTRICAL FEATURES	12 volt, cold cranking 530 amperes at 0° F (-18° C), 85 minute reserve capacity at 85° F (29° C), maintenance free battery. 55 amp alternator, ammeter, 1.4 kW starter, key switch and automatic temperature controlled glow plug controller. 4-way blade type fuse panel, with separately fused run, accessories, and cutting units circuits. Extensive use of sealed electrical connectors.		
SEAT/STORAGE	Deluxe seat with armrests, backrest and suspension. Adjustable fore and aft, and to weight. Storage at left side of seat.		
CERTIFICATION	Certified to meet ANSI specification B71.4-1990 and applicable Federal and State OSHA regulations based thereon.		
WARRANTY	Two years or 1500 operational hours, whichever comes first. Refer to the respective Operators' Manual for further details.		
OVERALL DIMENSIONS	Width (transport): 75" (191 cm) Width (mowing): 127" (323 cm)	Height: 58" (147 cm) Length: 138" (351 cm)	Wheel Tread (front): 52" (132 cm) Wheel Tread (rear): 44" (112 cm)
WEIGHT	2 Wheel Drive (Model 30450): 3,450 lbs. (1,568 kg)		4-Matic 4 Wheel Drive (Model 30455): 3,550 lbs. (1,613 kg)

QUADFLOAT 126 CUTTING UNIT, MODEL 30401

TYPE	126" (320 cm) width of cut, seven blade, front mounted rotary. 54" (137 cm) width of cut, three blade center section. Two 36" (91 cm) width of cut wings; 90" (229 cm) width of cut with one wing up. Rear discharge with even dispersion over the entire width of cut.
MOWING RATE	Mows up to 8 acres/hr (3.23 hectares/hr) at 6.5 mph (10.5 km/hr). (Assumes no overlap or stops.)
TRIMABILITY	Trims on both sides. 2 Wheel Drive: 0" uncut circle <i>without</i> using wheel brakes. 4 Wheel Drive: 0" uncut circle with use of wheel brakes.
HEIGHT OF CUT	1" – 5" (2.5–12.7 cm) adjustable in .5" (13 mm) increments.
CONSTRUCTION	12 gauge high strength steel, 5.5" (14 cm) deep, welded construction and reinforced with 10 gauge channels.
CUTTER DRIVE	PTO driven gearbox with 1:1 spiral bevel gears. Triple 3V section belt to center deck spindles, "A" section belt to each wing deck with patent-pending belt routing. 1.25" (3.2 cm) diameter, stress-proof spindle shafts mounted on 2 greaseable tapered roller bearings (greaseable from top of deck). A positive splined connection attaches pulleys to spindle shafts for high torque capacity.
BLADES	Seven 19" (48.3 cm) long, .25" (6.3 mm) thick, 2.5" (6.3 cm) wide, heat treated steel blades.
BELT IDLERS	Self-tensioning permanently lubricated idlers.
WING DECKS	Wings can be hydraulically raised individually from the operator's seat for transport or cutting with either wing and center or center deck only. Wings cut from level to 15° up <i>and</i> down. Further lift disengages the blade and applies a blade brake.
SUSPENSION/CASTER WHEELS	Four front and two rear caster tires consist of solid rubber and ball bearings. Center deck tires: 10.25" x 3.25" (26 x 8.3 cm). Wing deck tires: 8.0" x 3.25" (20 x 8.3 cm). Anti-scalp cup located on each blade. Three anti-scalp rollers on center deck. Deck is hydraulically counterbalanced.
DECK COVERS	Impact resistant, molded plastic covers. One on the center deck and one per wing deck. A pivoting, spring loaded cover spans between the center and wing decks. Easy to remove and reinstall without tools.
DIMENSIONS/WT.	127" (325 cm) width overall. 75" (190 cm) transport width. Weight: 1,100 lbs. (500 kg).

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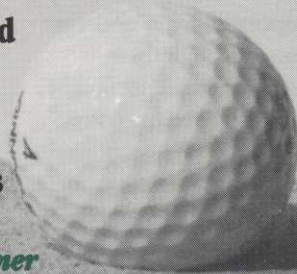
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'Good Management'

BY GARY T. GRIGG, CGCS

Whether you are an experienced superintendent of a golf course, a new superintendent, or about to move up as a golf course superintendent, you are a manager. You need to think and act like a manager.

As an agronomic-trained golf course superintendent, you have acquired many specific technological skills. As a manager, you now need to rely less and less on your own skills and move into managing areas that are more intangible. Some of those areas are time, budget, planning and people. The largest area that will confront you is working with people. As a manager, you will now relate to people in new ways.

Dealing with people consists of two major areas — dealing with your crew and interacting with people in other departments at your club.

For most of us, myself included, we come through the ranks feeling our principal asset is our technical ability. As we move up, we find it takes more than that to be successful in this business. All at once, as the manager, it is your ability to get things done through other people that counts most. Your crew becomes by far your most important asset and you must get work done through them.

Management of your staff is not taught in turf school — it is acquired from experience. Most of what I have learned, I learned by making mistakes. Believe me, some of my mistakes have been big ones. I survived because basically I like people and it helps a lot to like people. If your crew knows you like them and you show concern for them, they will get a lot of work done for you.

Interacting with people in other departments is nothing more than good communication. The other department

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heads at the club are also professionals and they are important for the accomplishment of both your short-term and long-term goals. You are part of a business and you need to think about the implications of your work and how it affects the other departments of the club. You cannot become too stressed nor be too casual while interacting with the other professional staff at the club.

Good communication cannot be over-emphasized. Mix-ups in communication can be embarrassing for everyone. In my experience, most errors on the golf course are caused by improper communication. Most superintendents who lose their jobs do so not because of lack of technical skills but because they failed to communicate properly. The responsibility for good communication belongs to the person who wants to communicate. Usually that is the manager. It is always your responsibility to instruct your staff properly.

Keep in mind that everyone's goal is satisfaction of the member or customer. Remember that ultimately the member or customer influences your job and your salary.

As a manager, your responsibilities are much greater. Some superintendents become overwhelmed by trying to bud-

get time. The key for me is to prioritize. Make a list each day and note what must be done first, and so on down. Those things that can wait should also be identified. Several years ago, I started using a day planner. I find it very helpful keeping track of projects and sequential tasking.

Budgeting and management of your budget is a process of achieving your goals by using funds prudently. In my budget process, I give the club more than a typical spreadsheet. A high quality budget should include:

1. An organizational chart of your department.
2. A staffing chart complete with job descriptions.
3. A description of each category item in your budget.
4. A spreadsheet with category items down the left axis and months across the top. A lot of superintendents stop here.
5. A complete management plan for the golf course. This plan should detail how the golf course is to be maintained. Hopefully, you can equate budget numbers to this plan. For example:

Under the chemical insecticide use portion of the plan, detail the chemicals to be used and the cost of each program.

Nematodes, mole cricket, fire ant, cutworms, sod webworm, chinch bug, etc. Each program should be detailed with cost.

Under fertilization, detail each fertilizer program with type of fertilizer and cost. Green, tee, fairway and rough programs should be detailed.

Carry this on for each category item in the budget, including the shop.

The value of this plan is that when your budget is being reviewed by those who approve it, they fully understand that when cutting money from the budget, they are cutting programs. If someone says to you, for example: "Cut your chemical cost." You lay out your management plan and reply, "Which program do you want to eliminate?" Management will find it more difficult to eliminate needed programs than simply to amend a dollar figure. In the process of budget review, you will be seen as an able manager of the club's money.

Everyone should have heard of the

five p's — prior planning prevents poor performance. There are a lot of steps involved in planning depending on the text book you are reading. In my opinion, only four are major:

- Where do you want to go?
- What does it take to get there?
- Implement the decision.
- Monitor the plan for feedback as you go.

Remember, details change as you go and you might have to adapt. The key word is flexibility. If you know where you want to go and a shift occurs along the way, just keep the original goal in mind and you will still achieve it.

As manager, all these intangibles interact. For example: You plan several projects and for budget reasons or time constraints, you may be forced to choose between the projects.

You think like a manager and make an informed decision.

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In English or in Spanish, managers must...

Communicate carefully

BY SCOTT WAHLIN

One afternoon while sitting at my desk, I had an employee storm into my office waving a machete screaming, "I kill him! I kill him!" I said, "Wait a minute. Have you already killed him or are you going to kill him?"

Communicating with non-English speaking people can be challenging and create some tense moments. I would like to explore some strategies and philosophies when dealing with people I cannot talk to efficiently. Many of the points I will try to make here could relate just as easily to supervisory situations where all parties speak the same language. I feel confident with this statement because, as a supervisor, people who speak English frequently hear something other than what I said. My communication with them would probably have been enhanced had I assumed that they did not understand what I said.

"Tell me — I'll forget. Show me — I might remember. Involve me — I'll understand."

I am not sure where I heard this but I like it and use it.

A feeling of being in on things always seems to rate high on surveys of people who are asked what they like about their jobs. It is important to let your team know what you are planning, what projects will be implemented, and why, and to give them a clear explanation of why they are doing what they are doing.

A few years ago while training a non-English speaking employee to fertilize greens, I included an explanation of each of the various particles in the mix and what they did. I watched him do two greens then let him work on his own for a half hour. When I returned, he had several opened bags set aside. When I asked him about this, he reached into the bag and showed me a particle that he could not identify. It was muriate of potash and would have caused damage the way we were applying it.

I never expected to have a problem with this mix. I had explained the particles only because I thought it would motivate him to do a better job.

Everyone wants to be associated with ex-

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cellence. Some may have given up; others are pursuing excellence in other areas of their lives with such vigor that they do not have time for you. Most people can be appealed to on this level.

I read a story one time about a company president who attended a softball game involving many of his employees. He was shocked to find energy and enthusiasm in several people whom he had thought to be very subdued. For some reason, this enthusiasm was not evident in their work.

Our job as supervisors is to find out what motivates individual employees to pursue their duties with energetic enthusiasm. Certainly there are many possibilities but one that seems to work well with many non-English speaking people is an opportunity to learn and advance. Technical training in irrigation repair and maintenance, equipment maintenance or materials application can be an excellent place to start.

Offering to pay for English classes or even having them on the property can be helpful. I have seen this work at many clubs where the result was a core of stable, highly motivated team players who accepted personal ownership of their areas of responsibility. An added bonus is that newcomers and other crew members quickly realize that their fate and compensation is based on their performance and desire to get ahead.

I was interviewed one time by a man who was telling me about the crew at the

