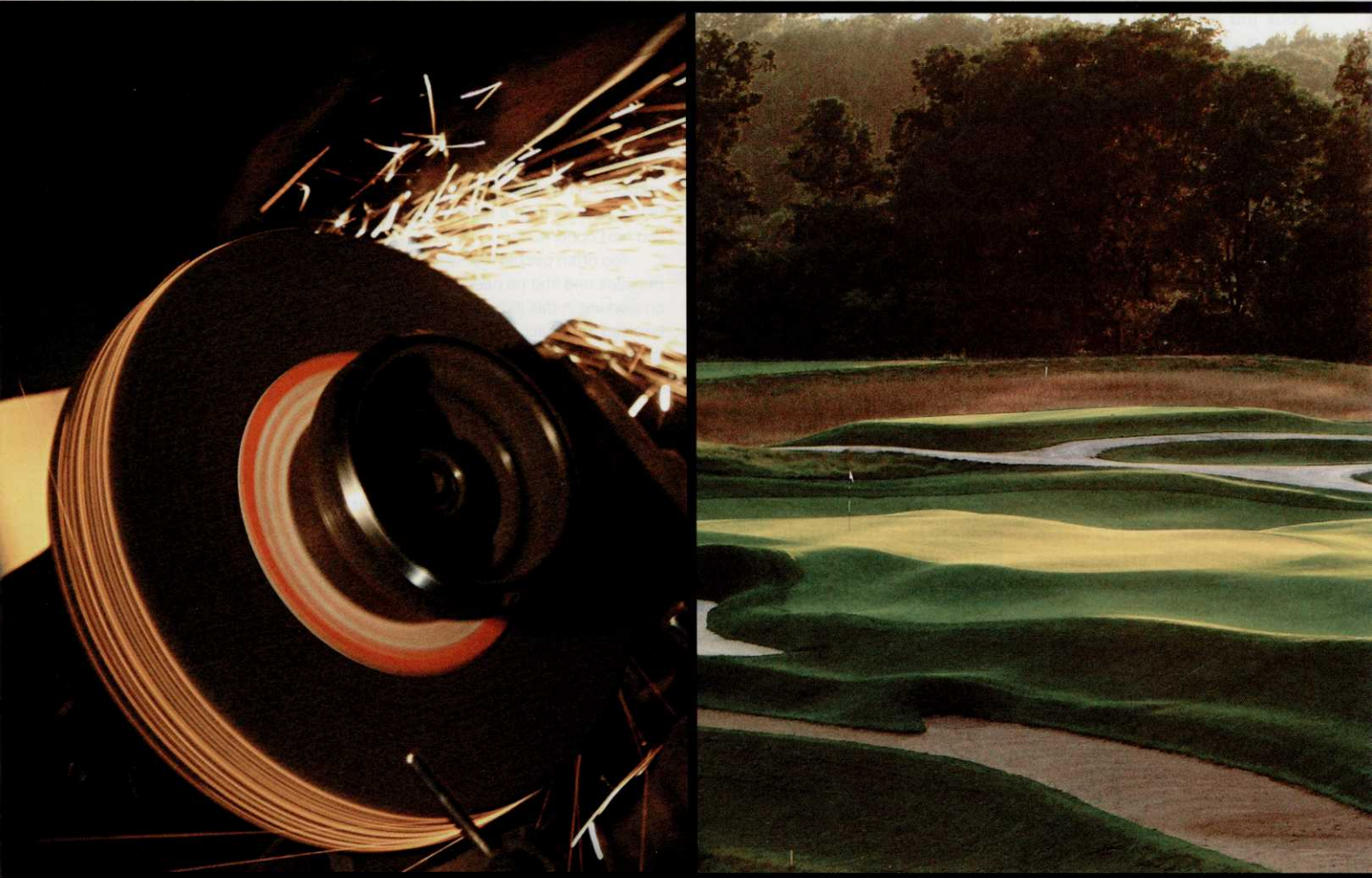


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And this notion extends beyond the confines of your course. Your job tenure will be short lived if you don't reach out to your golfers via blogs, websites, town hall meetings, newsletters and such. Those are forums for you to shine and keep management and golfers informed. If you don't keep people informed, then they will be left to make their own conclusions. In the end, it probably will not be to your benefit.

PROVIDE SOLUTIONS, NOT REQUIRE THEM. You were hired to manage the facility. There will always be problems that arise. The people you work for expect you to solve any and all problems. Therefore, it is best to bring solutions to management and ownership and manage the

process along the way.

Anyone who makes it a habit to head to the front office for answers to their problems will soon become expendable. Be known as the "go-to" person who solves problems and gets the job done – not some of the time, but all of the time.

By default, superintendents who are problem solvers have greater job security, especially in the current market.

SPARKS, SMOKE AND THEN FIRED. At nearly every golf course there tends to be minor rumblings and grumbling from time to time. Those are the sparks that, if not addressed, begin to smoke and eventually turn to fire. It is a lot easier to keep things under control if caught in the earlier stages when there isn't a full-blown fire

CAREER COUNTERMEASURE

WATCH YOUR NETWORK

If you look at your employment as a job rather than a career, then you don't have to worry about developing and maintaining a network. In the event you are ever out of a job, though, there is no better support than a broad network of individuals to help you find your next opportunity.

Too often people feel very comfortable as employees of several decades and find no need to develop a strong network. If you plan on working in this industry for 40 years, then it is important to be involved and reach out to any and all who can help you manage your golf course and also help you with leads on future employment.

to extinguish. We all have encountered negative golfers from time to time. There is always a small segment of any group who is not happy all the time. Therefore, work hard to win

those people over. Out of sight, out of mind is never a strategy that works for a superintendent, whether on the course or in the clubhouse. Ignoring them will not make things better for you.

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2013 Syngenta Acelepryn® Program

Purchase a minimum of one (1) gallon of Acelepryn® AND any other Qualifying Product(s) totaling \$2,400 and receive a pair of Oakley® Straight Jacket® sunglasses

EXAMPLE:

1 gallon of Acelepryn + 1 Daconil Action™/Heritage® Multipak



OR

Purchase a minimum of two (2) gallons of Acelepryn AND any other Qualifying Product(s) totaling \$5,000 and receive an iPad® mini + Wi-Fi

EXAMPLE:

2 gallons of Acelepryn + 4 gallons of Primo Maxx® + 1 Daconil Action/Appear™ Multipak



Qualifying Participant

A "Qualifying Sunglass Participant" and "Qualifying iPad Participant" are defined as a golf course end-user who purchases Qualifying Product (as described in the Program Details below) during the Qualifying Program Period.

Qualifying Program Period

March 1, 2013 to June 30, 2013.

Qualifying Product

A "Qualifying Product" is defined as all Qualifying Products listed in the 2013 GreenTrust™ 365 Golf Program.

Program Details

- Qualifying Sunglass Participants will be eligible to receive one (1) pair of Oakley® Straight Jacket® sunglasses for **each** \$2,400 in purchases of Qualifying Products, which must include at least one (1) gallon of Acelepryn® (52452) ("Sunglass Incentive").
- Qualifying iPad® Participants will be eligible to receive one (1) iPad mini +Wi-Fi for **each** \$5,000 in purchases of Qualifying Products, which must include at least two (2) gallons of Acelepryn (52452) ("iPad Incentive").
- This Program is subject to the following:
 - 1) Syngenta reserves the right to modify or discontinue the Acelepryn Program at any time for any reason.
 - 2) All Program eligibilities and incentives are subject to audit, and no rewards will be received in the event of noncompliance with Program rules.
 - 3) Purchases of Qualifying Products during the Qualifying Program Period may only count towards either, but not both: **a)** Sunglass Incentive or **b)** iPad Incentive.

Program Redemption

Qualifying Sunglass Participants and Qualifying iPad mini Participants eligible to receive a Sunglass Incentive and/or an iPad Incentive, will be presented with Sunglass Incentive and/or an iPad Incentive by Syngenta after August 1, 2013 for Qualifying Product purchases during the Qualifying Program Period.

Notwithstanding anything to the contrary herein, Syngenta will not be liable to pay either the Sunglass Incentive or the iPad Incentive with respect to purchases for which Syngenta has not yet received payment.

Contact your Syngenta Representative, Syngenta Authorized Agent/Distributor or the Syngenta Customer Center at 1-866-SYNGENTA (796-4368), www.greencastonline.com



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Find out what their issues are and then kill them with kindness.

Consider this, 10 percent of the golfers are happy all of the time and 80 percent of the golfers are happy most of the time. The final 10 percent are unhappy more often than not. That being said we need to be sure the 10 percent who are negative do not infect the 80 percent in the middle. Catch negativity early and nip it in the bud. You may not be successful with all curmudgeons, but it is important to stop the fire from spreading and consuming you.

YOUR SKILLS DULL. If we rely solely on the

skills we learned while in college, then some of us would be using technology from the 1960s to manage golf courses. Education is important to learn the business and get those initial jobs. Continuing education keeps you current in those jobs. Today, there is a plethora of opportunities available to stay current. A few examples include seminars, webinars, the Golf Industry Show, chapter meetings and extension classes. Our business is not just about soil, water, grasses, weeds, insects and diseases. While it's important to stay current with those items, you must be proficient in human resources, equipment technology, new products, managing people,

and accounting and budgeting.

When trends like lightweight mowing, greens rolling, and the use of moisture sensors entered the industry there were those superintendents who were early adopters. There were also those who exclaimed "That will never happen at my course!" and are now out of a job.

Study the trends and know what is happening at courses in your area, as well as in the industry at large. Position yourself as the best-educated person at your facility so you can thoughtfully address those potential changes and trends when the time comes.

As a side note to this, despite where you are

Out of sight, out of mind is never a strategy that works for a superintendent, whether on the course or in the clubhouse. **Ignoring them will not make things better for you.** Find out what their issues are and then kill them with kindness.



with your career, be mindful of your age. For the younger portion of the superintendent ranks it is important to act in a more mature fashion than your actual age. Learn from mentors, always be professional and you will have a long career. For those who have three to four decades of experience under your belts, be aware of the youth nipping at your heels. It is likely they have kept current. If you follow their lead, then you will prosper in your career's twilight years. Don't become stale, and definitely don't become complacent. When you start thinking "what would they do without me" then it is likely your days are numbered.

DYNAMIC DYSFUNCTION. The mission, vision and goals of the facility need to be identified and it takes a team of people to work cohesively to accomplish those things. If walls are constructed rather than bridges to get along with fellow management, then the first casualty is usually the golf course superintendent.

When you're labeled as "difficult" it typically implies that you don't work well with the rest of the facility's management team. Remember, on a day-to-day basis, the manager and the pro have much more access to golfers and members than you do. Therefore, if you don't make every effort to cooperate and work together, then your fate can be sealed with regard to an issue before you even have the opportunity to do any damage control. Each member of the management team may have different roles, but it is essential that all have the same goals for the success of the facility.

FOUGHT THE LAW AND THE LAW WON. This goes without saying, but break a few laws and regulations and see what happens.

The EPA or OSHA rarely shows up on your doorstep for a social call. Most likely it's a harbinger for a very bad, very long day. If the yellow tape goes across the driveway and the club is closed because someone overlooked the laws, then someone will have to take the fall – most likely that person will be you. Become embroiled in a severe enough infraction and it could mean the permanent end of your career in this industry.

Even the best-looking turf will not help you to keep your job when the oversights have not been addressed. Develop a compliance program and make management and ownership aware of it. If they choose not to upgrade things and be compliant, then you have done your duty and the choice is yours

as to whether you want to continue your employment in that environment.

WORK VS. PLAY. Be cognizant that the golf course is your workplace – not a frat house. You are an employee and it is expected that you will conduct yourself and your business operations in a professional manner. There is a huge difference between being congenial and cordial vs. being one of the guys.

Play too much golf and you will warrant criticism from members as well as colleagues. Likewise, gambling, drinking, or hanging out with your members is a good way to alienate yourself to all those outside of that circle. Keep your personal life to yourself. Getting close to your golfers or their families will usually not end up with a positive result. Separate your social life from your professional life. You stand not only to lose your job, but that dark cloud around your behavior may follow you the rest of your career.

COMMON SENSELESS. When it comes to ethics, I remember what my father taught me more than 40 years ago. Whatever you do as a golf course superintendent, if you are unsure if it is ethical, then consider whether you would write that action on a 3x5 card and wear it on your forehead to your next green committee meeting.

Next time you consider accepting baseball tickets, golf junket trips, gift cards, etc., then you should be able to explain the purpose of the gifts and how they were utilized. Employers want a superintendent who negotiates the best prices on products and who is not driven by premiums and incentives. This is a very fine line to walk that is fraught with gray

areas. However, be warned that scenarios that reek of inappropriate ethical behavior will lead to job loss.

ABUSE AND LOSE. If you abuse substances or alcohol it will cost you your job. Some employers will afford you an opportunity to enter a rehab program. You usually get one chance to clean up and put this behind you. Employers are very reluctant to hire anyone who has a history of repeated abuse.

While it is abuse of another nature, there are the few out there who treat their employees poorly. When staff reports constant verbal abuse, then management will decide if it is easier to change your staff or get rid of you. Odds are that if the complaints are constant then the superintendent will be on the losing end of that battle.

Keep your grass green and your golf course playable. Beyond that, understand the circumstances that are common in terminations and stifling careers.

You need to be a true professional to not only succeed, but to enjoy a long, unblemished career. Your conduct and behavior sets the tone for how you will be viewed by employers and, better yet, future employers. Knowledge of current trends and a vision for the future will bring success as a superintendent, but being alert to common pitfalls will prevent you from committing career suicide. **GCI**

Bruce Williams, CGCS, is the principal of both Bruce Williams Golf Consulting and Executive Golf Search. He's also GCI's senior contributing editor.

GET BACK IN THE GAME

Okay. So you've been fired. It's not the end of the world. You can turn this situation around.

Here are 10 steps to move on with your career.

1. List and analyze the reasons you were terminated.
2. Separate perceptions from reality.
3. Learn from what just happened.
4. Conduct a self evaluation. Is there a long-term pattern that led to your termination?
5. Be able to explain your dismissal.
6. Establish a plan for change to prevent a repeat that led to your firing.
7. Make no negative comments about your previous employer... just move on.
8. Reach out to your existing network, share your situation and ask for some assistance.
9. Make finding a job your full-time job.
10. Don't make the same mistakes twice.

Solve Your Tough Challenges

A knowledgeable local partner can be a valuable resource that can provide the proven products and expertise needed to keep turf healthy and golfers happy.



ment can help stretch maintenance budgets by keeping more spray on target and improving the efficacy of herbicides, fungicides and insecticides, making your budget go further.

Unique tools are another thing that can set distributors apart. WinField representatives combine local expertise with unique, data-based technology to simplify complex decisions for superintendents. Through soil, water and tissue nutrition testing; plant health assessment and the use of unique tools like WinField's Turf Tech 1000 (a turf variety database), local experts offer data-based insights that find the right solution for each challenge season after season.

When you choose proven products from a local distributor, you'll be armed with the necessary resources to ensure availability and meet your golf course's expectations.

Superintendents face a myriad of challenges on their courses. From pest management to disease control, the pressures to keep turf in top condition are constant, even if you've got a typical season.

WinField's local partners can be found on courses across the country, ready to tackle the most complex problems, such as drought stress, that can wreak havoc and cost you money.

Local partners are a valuable resource that can provide the proven products and expertise you need to keep your turf healthy and your golfers happy.

Local partners who will take the time to understand your operation's specific challenges and work with you to provide innovative, cutting-edge solutions for each challenge season after season.

Of course it's important find a distributor with a wide range of quality plant nutrition products to help balance your budget. WinField's local partners can help you find the right products for your operation. WinField's local partners can help you find the right products for your operation. WinField's local partners can help you find the right products for your operation.

WinField's local partners can help you find the right products for your operation.



Tim Moraghan, principal, ASPIRE Golf (tmoraghan@aspire-golf.com). Follow Tim's blog, Golf Course Confidential at <http://www.aspire-golf.com/buzz.html> or on Twitter @TimMoraghan

NEED FOR SPEED

At the USGA's annual meeting a few months ago, it was announced that it will begin addressing pace of play, not only in their own events (good luck with that!), but down at our level, too. Along with many new programs to educate golfers (watch for another scintillating series of advertisements), the USGA said the Green Section will work with clubs to find ways to prepare courses to encourage faster play.

Hold on a second. I take a back seat to no one in my distaste for slow play. I'll support any good ideas that tackle the problem and will offer some down below. But you and I and everyone else with a pulse know where slow play is worst: On the pro tours, which we watch every week on television.

PGA and LPGA Tour players are so methodical and deliberate, it's painful to watch. Yet, we copy them.

Most of us have neither the ability nor the reason to spend 60 seconds lining up a two-foot putt. I don't think the pros really do either, but they do and likely will continue to. So I'd like to propose that the pros stand up and say, "Don't play like us. When you are ready to play, play. You're not playing for thousands of dollars, this isn't your livelihood, it's supposed to be fun. So please, don't copy us, but play faster."

It won't happen, but it'd be a start.

As for the USGA attempting to tackle this disease, I'd hope our national governing body has more important issues than how fast the 20-handicapper is playing. But if we agree slow play sucks, I suggest we help in this endeavor.

Here are some suggestions to superintendents, architects and golfers on how they can speed up the game.

FOR THE SUPERINTENDENT

- Set up your course to suit your

clientele. You know who they are, you know how they play. Help them out.

- Go easy on US Open-quality hole locations and roughs. Do Pebble Beach, Bethpage, or Pinehurst cut the holes, or cut the rough, the other 51 weeks of the year the way they do that one week, every six or seven years, they host the Open? For that matter, do Winged Foot, Shinnecock, and Olympic keep their courses Open-tough for their members?

As for the USGA attempting to **tackle this disease**, I would hope our national governing body has more important issues than how fast the 20-handicapper is playing. But if we agree **slow play sucks**, I suggest we help in this endeavor.

- Watch your green speeds.
- Be mindful of hole locations on busy days (weekends, holidays, etc.)
- Align tee markers to the intended target
- Proper tee time interval spacing
- Widen fairways as much as you can without destroying the course's architectural integrity
- Increase/fix draining in landing zones so balls and carts don't plug
- Don't make bunker sand too soft (select the proper sand particles so balls don't bury) and reduce/remove the silly ornamental grasses, too.
- Make the course firmer and drier. It will play faster
- Check tree placement. Don't have trees between bunkers and the next landing zone, including greens
- No long, forced carries from tee to fairway (especially middle and for-

ward tees). Don't grow native areas or place water in front of teeing grounds

- Limit the height of primary rough. Research indicates just $\frac{3}{4}$ -of-an-inch affects a ball's spin rate
- Appropriately placed rest room facilities; especially for women players.

FOR COURSE ARCHITECTS

- Build for the expected clientele
- Do we really need 8,000-yard courses? Par 4s longer than 500 yards? A course of 6,300 yards is more than enough for the vast majority of real golfers

- Two or three teeing grounds per hole is enough. More than that gives the golfer too many choices, and the choice he makes is usually the wrong – and long – one

- Don't over-bunker, don't put water in front of tees, don't put water in front of greens on par 3s and par 5s

- The distance between a green and the next tee should not be more than 100 yards

- Place cart paths on the right side of the hole, especially the 1st and 10th holes, since 90 percent of all golfers fade/slice the ball

- Avoid wildly sloping, overly contoured putting surfaces where even an "average" green speed will lead to three- and four-putting

- Go easy on the blind shots
- Go easy on bunkers, too, but place some in strategic areas to stop balls from running into woods, water, and other hard-to-retrieve areas

- Appropriately placed rest rooms

FOR GOLFERS

- Play "ready golf." Hit it, find it, and hit it again
- If someone in your group is slow, tell him. And don't perpetuate his slowness by waiting: When you're

(MORAGHAN continues on page 94)

Solve Your Tough Challenges



As you know, golf course superintendents face a myriad of challenges on the course that can cause major difficulties off the course with management and members. Add in budget pressures to keep turf in top condition with limited resources, and you've got a typical season.

WinField's *Pro* and *Tymium* can be found on courses across

who will take the time to understand your operation's specific challenges and work with you to provide innovative, cutting-edge solutions, season after season.

A knowledgeable local partner can be a valuable resource that can provide the proven products and expertise needed to keep turf healthy and golfers happy.

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Friends with benefits

Meet your **new BFFs** when it comes to grub control, though white grubs may disagree with the term “beneficial nematodes.”

by Rob Thomas

Nematodes, often vilified for their propensity to negatively affect turfgrass conditions while feeding on the roots, are enjoying some positive recognition. Not the parasitic varieties, mind you. Rather their cousins... the beneficial nematodes.

White grubs may disagree with the term “beneficial.”

White grubs – in particular the larval stages – damage turf in two ways, says Dr. Benjamin A. McGraw, associate professor – golf and plant sciences at the State University of New York – Delhi. Primary damage comes from feeding directly on the roots. Secondary, which may cause more damage, occurs when vertebrates, such as skunks, raccoons and birds, tear up the turf, searching for a good meal of grubs.

McGraw has been studying EPNs – generalist parasites that require a host to live and reproduce – since 2005. They can live outside of their hosts in an immature stage referred to as an Infective Juvenile (IJ). This stage is a free living, non-feeding stage that can be found in most soils, in most ecosystems.

“They live outside a host, but require a thin film of moisture to move around and to persist,” McGraw says. “They seek out insect hosts to infect by cueing into their breathing (CO₂) release. Once in contact with the insect, they attack by entering the host through natural openings (mouth, spiracles, anus) or, in some cases, directly through the cuticle.

These beneficial nematodes are classified as pathogens in biological control because, once inside the insect’s body cavity (hemo-

