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Larry Manzenmaier  
927 Camp Fire Dr.  
Sun Prairie, Wisc. 53950  
608-837-7968

and

Royce Brechler  
3401 McCulloch, Apt. 207  
Stevens Point, Wisc. 54481  
715-341-2043

Larry will be handling the duties in the Southern part of the state while Royce the North. We most certainly welcome both.

\* \* \* \* \*

**INTERRUPTIONS: THERE IS AN ART TO AVOIDING THEM**

You walk into your shop in the morning. The phone is



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ringing. You pick it up and spend the next 15 minutes talking.

Immediately after hanging up the phone, someone is in front of your desk waiting to talk to you about a problem. You spend 20 minutes discussing ways to alleviate that problem.

Then you turn to some paperwork that must be done before you head to the course. On the way out of the door you see someone who stops and talks with you for 30 minutes.

All the while your work is waiting for you. As a manager you are being given a heavy dose of the interruptions. Interruptions often wreak havoc with a manager's effectiveness.

Interruptions are not always obvious--some are deceptive. They masquerade as legitimate concerns and we hesitate to label them time wasters. This presumption of legitimacy is attached to telephone calls as well as visitors.

You may say that callers and visitors wouldn't stop by without a good reason. But sometimes a caller or visitor simply wants to socialize or to procrastinate.

There are several ways to get an upperhand on the interruption syndrome. One is to manage your use of the tele-

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c. meet the visitors outside your office.

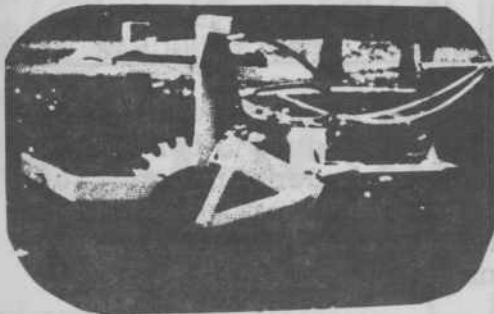
d. confer standing up.

e. at the outset, tell the visitor you have only a certain number of minutes to give him, then adhere to that figure.

f. give the visitor you undivided attention. Do not allow interruptions.

g. hold occasional luncheon meetings--to remove the pressure for social visits during business hours.

h. meet regularly with your staff--a well-informed staff has less need to confer in an unplanned manner.



## 200 TERRA AERATOR

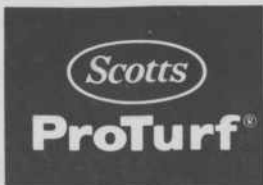
- \* Airify green in 15 minutes
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Uninterrupted think time allows the superintendent the time he needs for thoughtful planning. Some practices that may work for you include:

- instituting a quiet hour at the start of the day
- coming to the shop early
- having a hideaway known to only one staff member

Although interruption control and scheduled think time can greatly improve a manager's effectiveness, there is another tool available--delegation of duties.

### FORE FRONT

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### The Mathematics of Turfgrass maintenance free to GCSAA Members

Members have received or will soon be receiving the September Newsletter which contains the request for this 58-page reference manual and workbook. Included are sections on area and volume measurement, application of pesticides and fertilizers, steps to determine seeding rates, and irrigation application calculations.

Each member is allowed one free copy upon request. Additional copies to members are \$2.50. Nonmembers may purchase