

Don't let your turf enter the transitional management period unprotected. "By extending your preventative fungicide control program, you can control leaf spot and other fall diseases and protect your turf from the ravages of the winter season," emphasizes Niedblaski. "A fungicide control program is more economical than turf renovation, and ensures early green-up of healthier turf for early play."

## FOUR TRAITS OF A SUPER SUPERVISOR

Technical expertise alone does not make a good supervisor. According to effectiveness expert Robert Patchin, supervisors must have four personal traits in order to get the most from their workers:

1) **CANDOR** - If people don't view the boss as trustworthy, they will clam up and become uncooperative. A supervisor who is perceived as less than honest might seem to be working in his own interests rather than the company's.

2) **CONSISTENCY** - Any sign of favoritism quickly destroys the boss' credibility and influence. Particularly where discipline is concerned, fairness is all important.

3) **ACCESSIBILITY** - "It is comforting to know that your boss is available if you have a question or get into trouble," Patchin advises. But an open-door policy is not enough, nor is mere physical presence. Bosses who are always around may still have a problem with what Patchin calls "mental inaccessibility"...they are unsympathetic or only pretend to listen. Workers who receive a curt or uninterested response tend to stop coming back.

4) **PERSONAL COMPETENCE** - Although today's boss would be hard put to learn all the subordinates' jobs, he must know enough about their work to recognize good performance when he see it. He should also be able to provide information, choose materials and secure additional help for special problems. "Today," argues Patchin, "it's more productive to see yourself as the expeditor, not as the boss."

# We're seen in all the right places.



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