



## World Class Conference

From Rhode Island to Oregon, from Wisconsin to Japan, expert speakers are coming to Minneapolis for the second annual Minnesota Turf and Grounds Foundation Conference and Show. Over thirty different authorities on turf and grounds care will present information on fifty varied topics ranging from business management to fungicide strategies for winter.

Key speakers include Francie Dalton of Dalton Alliance in Washington D.C.; Dr. Michael Coffman, author of "Saviors of the Earth," and former U.S. Congressman Tim Penny. Other notable speakers are Dr. Noel Jackson from the University of Rhode Island, a leading plant pathologist; Dr. Nick Christians from Iowa State University, noted for his work with natural weed control products; and the ever popular and dynamic Dr. Frank Rossi of the University of Wisconsin.

Minnesota is also well-represented on the speaker roster, with many outstanding faculty from the University, along with various entrepreneurs and golf course superintendents. U of M faculty featured this year are Dr. Bert Swanson of the Horticulture Department, Mike Zins of the Landscape Arboretum, extension coordinator Deb Brown and plant pathologist Dr. Ward Stienstra. The amazing Paul Mayes, formerly of Minnesota and now working in Japan, will be back to speak on construction in

### Want Some Answers At The MGCSA's Annual Business Meeting On Friday, December 8?

How much revenue does the MGCSA take in annually? Where does the money come from? Where does it go.....and why? Whom do you want as your officers?

Who determines changes in the by-laws?

Who makes the decisions on our tournaments, our meeting locations, and can you be a part of that decision-making process?

You can get answers to all of these questions plus any more you might have at the MGCSA's 68th Annual Business Meeting to be held from 7 a.m. to 9 a.m. on Friday, December 8, at our association's annual conference at the Minneapolis Convention Center.

As one of the 757 members of the MGCSA, you have the  
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Asia and beyond.

With all of the different topics available, it may be difficult to decide which sessions to attend. For this reason, it is recommended that each superintendent bring as many of their staff as possible just to capture all the information. Remember that attendance at Wednesday's sessions will qualify you for pesticide license recertification.

The highlight of the conference for many people is the Trade Show. This year's edition will be the largest

and most comprehensive display ever, with nearly *twice* the number of booths as last year. The show will move into one of the huge domes this year, giving it the feel of a "Mini National." Hours of the trade show will be 11:30 a.m. to 1:30 p.m. and 4:00 p.m. to 7:00 p.m. both Wednesday and Thursday. Lunch will be available in the trade show both days, giving attendees the option of staying in the convention center.

For those who plan on staying in Minneapolis, the conference committee has chosen the Minneapolis Hilton as the headquarters hotel. The Hilton has agreed to a \$62 per night rate, which is a great bargain for a hotel of the Hilton's caliber. Guests will have privileges to the large health spa, including a swimming pool, a sauna, and a whirlpool.

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SECOND CLASS MAIL  
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# Personality Styles —

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When Drifters receive critical feedback, their eyes sort of glaze over and they become distant. You lose them to a mental frolic. To the Drifters' way of thinking, life should be a veritable picnic, so when unpleasantness occurs, they simply take an imaginary sojourn until the complaining peters out. If forced to focus, they'll inject enough levity into the situation to successfully change the subject.

Of all personality styles, the Drifter is the most difficult to manage because of an inability to adapt to structured workplace environments. Life really does have to be fun for the Drifter, and making the life of an agent fun on a consistent basis may be an unrealistic goal.

Even if you are successful in such efforts, the Drifter agent may leave you on impulse, if for no other reason than a desire for new surroundings. They will respond well to contests, social events and the opportunity to entertain clients or engage in any other highly social activities.

## ANALYTICALS

Although exceptionally good at identifying options and forecasting the ripple effects of each, Analyticals remain guilty of overanalyzing everything. Unreceptive to change and unwilling to consider others' points of view, Analyticals are falsely accused of being dull.

Analyticals' strongest need is for certainty. In everything they do, they must be absolutely positive that the course they've chosen or the recommendation they've given is correct. Since it isn't possible to be correct every time, Analyticals are notorious for procrastinating. As you might expect, Analyticals have great difficulty making decisions; they prefer reanalyzing the situation. This is the trait most likely to generate significant conflicts.

Analyticals will challenge critical feedback, asking first for examples that demonstrate your point, and

then for lots of details so they can be sure that you are sure of your facts.

As long as they are held accountable, Analyticals will be immobilized with the feeling that if they just wait a little bit longer, more information will be forthcoming that could dramatically change the result. Allow them to surrender accountability with dignity by taking over the responsibility yourself.

In giving instructions or setting goals with an Analytical, conduct the entire process in writing as the discussion progresses. Use a building-block approach, showing specifically how each fact builds on the next and be prepared to answer questions.

In managing Analyticals it's important to honor their efforts. Your failure to do so is extremely demotivating to them. If your Analytical subordinate overwhelms you with research and documentation, at least skim the work, highlighting sections about which you can ask substantive questions.

Alternatively, explain to the Analytical that the work needs to be done so it can be retained on file, and that you appreciate the luxury of being able to rely completely and totally on his/her analysis to the point where it isn't even necessary to review the work.

## ACHIEVERS

Perhaps you're lucky enough to know at least one Achiever. Happy, peaceful and pleasant to be around, they are self-directed and self-confident. They deceive themselves less than other personality styles and can see the humor in their own shortcomings. This same quality permits them to be genuinely interested in others' opinions.

Achievers see the truth better than other personality styles because they distort it less. As a result, they are effective managers who convey no hint of ulterior motives. They have a high sense of self-esteem. Unlike other personality styles who achieve their self-esteem vicariously through the confirmation of others, the Achiever has his/her own internal set of standards based on reality and experience, and it is this set of standards to which they hold themselves accountable.

Achievers equate self-discipline to being a disciple to one's own value system. It is primarily this frame of reference that allows them to be consistently proud of their behavior. Instead of associating self-discipline with punitive measures, they reformat the concept into a personalized constitution that governs their behavior.

Achievers' greatest need is for competency, and they hold themselves accountable for developing whatever competencies become necessary.

Here at last is the personality style that makes decisions based on what will be most effective, rather than what will deliver the greatest personal gain, or the least visibility, or the greatest level of control. Achievers base their decision on reasonable research and are committed to effectiveness.

When receiving critical feedback, the first utterance of the Achiever is, "Thank you. Tell me more. I love feedback." Achievers take ownership for their behavior and are able to laugh at themselves. They listen carefully for the value provided in critical feedback and make appropriate adjustments.

As for successfully managing Achievers, it isn't necessary to alter your managerial style for their benefit, since they have the flexibility to adapt to whatever style you choose. The most effective use of Achievers is in positions where they can influence others.

## World Class Conference—

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The restaurants and lounge will accommodate the parched and famished with fine dining and drink. Reservations should be made by November 8.

As you can see, this year's conference and show have all the elements for a great educational experience — all it needs is you! In addition, if you take the time to locate a turf or grounds professional in your area and invite them to this conference, you will be doing a service to the industry by helping to educate the green industry. See you at the conference December 6, 7 and 8!