

Showing Gratitude

By **BILL GULLICKS**
MGCSA Public Relations Chair

When it comes to public relations, showing appreciation to others goes a long way in creating a positive image. One of the first superintendents that I worked for made a real impression on me when it came to dealing with people who work for you. He always made sure people knew they were valued and that he was thankful for what they did. Sometimes it was a simple gesture that he made to show his appreciation, and other times he made it a more public display.

It is important to let those people who make our lives easier know that we value them and recognize their day to day efforts. Many times a few simple words is all it takes. Personally for me, I show gratitude through verbal expression.

Occasionally, I make sure to thank each employee personally for his or her contribution to a work day. This may be just a

few simple words, but I know those words make a difference in our working relationship.

Gratification comes in many forms and it doesn't always have to be a material reward. Here are a few simple examples:

- Verbally thank your employees after a long day or upon completion of a project. It is simple way to say "job well done" and it means more than you may think.
- Drop a note to a distributor who went the extra mile to help you out in a tough situation. They'll be much more apt to help you out in a pinch again if they feel valued.
- Communicate to a Green Committee or Board member whom you feel connected to that you appreciate their commitment to the maintenance operation.
- Stop and talk to a golfer to let them know you appreciate them choosing your

golf course for their play.

- When you meet with someone who isn't directly related to the industry, remember that a simple note can go a long way in future meeting and opportunities.

There are many other ways to show the people around you that you appreciate them. With all the forms of communication we have today it could only take a second to thank someone. Texting, voice-mails and emails are the most commonly used, but don't forget the importance of a personal note sometimes.

This is the time of year for happiness and thanksgiving. Take some time to let those around you know you are thankful for what they do. When it comes to public relations never take those around you for granted.

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LEADERSHIP

= A Competitive Advantage

By BERT T. SWANSON

Swanson's Nursery Consulting Inc.

MNLA President

What is leadership? Leadership definitions are as numerous as the number of leaders. These definitions are developed from our own individual experiences. As a way of introduction, some of my leadership experiences include a nursery manager as a junior in High School, a U.S. Navy ensign to a Navy captain, a university professor in charge of several projects and programs, a container nursery manager, a container nursery owner and an owner of a nursery consulting company. Thus, my definition of leadership is wide and varied. Write down your leadership experiences to see what constitutes your definition of leadership and how your definition aligns with, and helps you do what you are doing today.

In addition to our individual definitions and quality of leadership, an article titled "Make Yourself a Leader" provides some key leadership characteristics from which we can all improve our own leadership ability, as well as the leadership capability of each leader in our companies. The author of these characteristics is unknown, but they were published in a journal called Fast Company, which refers to itself as a "Handbook of Business Revolution." Please read and study the following:

12 Characteristics of Leadership

1. Leaders are both confident and modest. You need a healthy ego to lead, but you also need to be strong enough to check it at the door. Being a leader is not about making yourself more powerful.

It's about making the people around you more powerful.

2. Leaders are authentic. You earn the trust and respect of the people you work with when you know who you are, and when you walk your talk. Who believes in leaders who do not believe in themselves?

3. Leaders are listeners. Great listening is fueled by curiosity. It is hard to be a great listener if you are not curious about other people.

4. Leaders are good at giving encouragement, and they are never satisfied. Leaders are always raising the stakes of the game for themselves and for their people. They are always testing and building both courage and stamina throughout the organization.

5. Leaders make unexpected connections. They organize and lead conversations among people who do not normally interact with each other. They see the kinds of patterns that allow for small innovations and breakthrough ideas.

6. Leaders provide direction. No single leader is smart enough to know everything, but smart leaders do know how to pose revealing questions.

7. Leaders protect their people from danger and expose them to reality. Most people want leaders to insulate them from change rather than mobilize them to face it. That is why leadership is so dangerous.

8. Leaders make changes and stand for values that do not change. One job of the leader is to help people identify what habits and assumptions must be changed for the company to prosper. And then ask "Which values and operations are so central to our core that if we lose them, we

lose ourselves?"

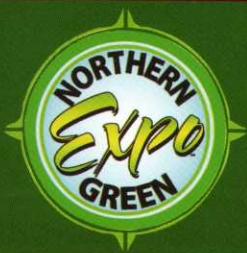
9. Leaders lead by example. Small gestures can send big messages. Leaders have a fundamental obligation to live their lives according to the principles they espouse. Remember, you are always under a microscope.

10. Leaders do not blame, they learn. Even the smartest business people make mistakes. Bill Gates once decided that the Internet would not have a big impact on Microsoft's business. These days, the right mind-set is an experimental mind-set: Try, Fail, Learn, Try Again.

11. Leaders look for, and network with other leaders. Want to make yourself even more effective as a leader? Want to heighten your influence and deepen your impact? Stop playing the role of the Lone Ranger! Look for allies, network with like-minded colleagues and help those people become better leaders. After all, it is lonely at the top only if you place yourself on a pedestal.

12. The job of a leader: Make more leaders. Look around you. Do you see enough leaders at all levels to keep your company changing and charging into the future? The team with the most and the best leaders wins! Your ultimate task is not just to be a leader, it is to make more leaders!

I hope these characteristics will encourage you to think about what leadership means to you, what it is for you and what it does for you. May they bring new perspectives of leadership into your own definitions and into your company. You cannot survive without good leadership!



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Remember those surveys you're asked to fill out after each Expo? We have made some re-freshing changes based on your feedback...

Education:

You said: There is too long of a break in the middle of the day on Wednesday and Thursday.

Our response: Ok, message received. We broke up trade show time into two blocks each day rather than one, while keeping the same total amount of trade show time. Look for these changes to appear on the schedule-at-a-glance.

You said: We want more sessions.

Our response: We've added extra time slots each day to accommodate the wide variety of sessions requested each year. We're also bringing back the Education-on-the-Go sessions to the trade show floor and in addition we've added an Ask the Experts area... A chance for you to go one-on-one with industry experts on a variety of topics from business to bugs!

You said: There's so much wasted paper.

Our response: Agreed! In response to your concern and in an effort to be environmentally friendly, the Northern Green Expo is going GREEN! Electronic program materials and handouts will replace paper and will be accessible online before, during, and after the Expo for attendees.

Expo Hall:

You said: The show looks the same every year.

Our response: The trade show floor has a new layout! Look for diagonal aisles, new sightlines, many exhibitors in new locations, and a centrally-located café for better networking.

Networking

You said: We want more/new networking opportunities.

Our response: You got it. We created the "Blue Ribbon Breakfast" for attendees to interact with each other. And, tables will be moderated by Expo speakers and other industry experts to help facilitate small group learning.

Registration

You said: We can't afford to bring all of our employees.

Our response: Get one free bonus registration for every five people you register!

January 5 -7, 2011

Minneapolis Convention Center

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REdiscover  ver



The Savory Supe

By **Scottie Hines, CGCS**
Windsong Farm Golf Club



Philly-Style Steak Sandwiches with Grilled Onions and Provolone

Prep Time: 20 minutes, plus 30 minutes to freeze the meat
Grilling Time: 11 to 13 minutes

- 1 large yellow onion, thinly sliced
- 1 red bell pepper, thinly sliced
- 1 yellow bell pepper, thinly sliced
- 2 garlic cloves, thinly sliced
- 1 teaspoon dried oregano
- Extra-virgin olive oil
- Kosher salt
- Ground black pepper
- 2 boneless rib-eye steaks, each about 8 ounces and 1 inch thick, trimmed of excess fat
- 4 ciabatta rolls, split
- 1 garlic clove, peeled
- 8 thin slices provolone cheese, each about 1 ounce

1. In order to cut the meat easily into thin slices, place it (*wrapped in plastic*) in the freezer for about 30 minutes.

2. Prepare the grill for direct cooking over high heat (450° to 550°F) and preheat the grill pan.

3. In a large bowl combine the onion, bell peppers, garlic, oregano, and 2 tablespoons oil. Season with salt and pepper and toss to coat evenly. Spread the vegetables on the grill pan in a single layer. Grill over direct high heat, with the lid closed as much as possible, until they start to brown and are tender, about 6 minutes, stirring occasionally. Transfer to a medium bowl.

4. Cut the steaks lengthwise into 1/8-inch slices. Place the slices in a medium bowl, add just enough oil to coat them lightly, and season with salt and pepper; toss to coat. Grill the steak slices on the grill pan over direct high heat, with the lid closed as much as possible, until the meat begins to curl and brown, 4 to 6 minutes, turning occasionally. Wearing insulated barbecue mitts, remove the pan from the grill and set it down on a heatproof surface.

5. Brush the cooking grates clean. Lightly brush the cut sides of the rolls with oil and grill them over direct high heat until toasted, 30 seconds to 1 minute. Gently rub the garlic onto the toasted rolls.

6. Build the sandwiches with cheese, meat, onions, and peppers. Serve warm.

Enjoy! - *Scottie Hines CGCS*

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THE TREND TOWARDS GREEN

THE SCIENCE AND APPLICATION OF ORGANIC PRACTICES IN THE GREEN INDUSTRY

Presented by the Minnesota Turf and Grounds Foundation

Featured Session for Golf Course Superintendents!

Tuesday, January 4, 2011 - 1:15pm - 2:15pm - An Organic Golf Course Speaker: Jeff Carlson

Attendees of this seminar will learn about the process of how the Vineyard Golf Club became the nation's first organically managed golf course. Successes and challenges faced during the first eight years of operation will be discussed, evaluated and compared. Attendees will learn a variety of strategies and approaches designed to decrease synthetic pesticide use without sacrificing course conditions and playability.

Schedule of Events

Tree care, golf course, turfgrass, landscape and garden center professionals will all benefit from attending the entire program as means of gaining a comprehensive understanding of organic issues and practices.

8:00am
Registration

8:30am - 8:45am
Welcome/Introductions

8:45am - 9:45am:
A Review of Organic History & Techniques

In this session, attendees will learn about the history of the word organic as it pertains to our farms and yards. Both the benefits and the drawbacks of using organic techniques will be discussed while looking at specific organic pesticides and fertilizers and comparing them with their synthetic counterparts.

Dr. Jeff Gillman is an associate professor in the Department of Horticultural Science at the University of Minnesota. He is the author of three books including The Truth About Organic Gardening, The Truth About Garden Remedies, and How Trees Die.

9:45am - 10:00am
Break

10:00am - 11:00am
Organic Tree Care: Integrating Organic Programs into Commercial Tree Care Services

This presentation will focus on biological and organic/natural treatments to manage the health of woody landscape plants. This will include a review of available organic and natural based products and their performance against common landscape pests. A general discussion of cultural treatments to maintain plant health and avoid stress induced plant pests. Emphasis will be placed on organic treatments for soil management

Bruce Fraedrich is the vice president of research at the F.A. Bartlett Tree Expert Company and the Director of Bartlett Tree Research Laboratories. His research interests include diseases of landscape plants, tree risk management and planting and establishment of landscape plants. He received a masters in Forestry from Duke University and Ph.D. in Plant Pathology from Clemson University.

11:00am - 12:00pm
From Tomatoes to Mulch to Compost: Consumers are Expanding their Green Horizons

Today's backyard gardeners, home landscapers, and do-it-for-me homeowners are hearing 'go-green' and sustainability messages from all sides. They want to do the right thing, but often have trouble figuring out what fits for their own yard, garden, and lifestyle. As the world's largest marketer of consumer lawn and garden products, The Scott's Company has a unique position from which to develop manufacturing practices and new products that meet the industry and home gardener's "green" aspirations.

Claudia Groth, Naturals Specialist for the Scotts Miracle-Gro Company, has been working with home gardeners for over 30 years in the Pacific Northwest, bringing her technical expertise to the development and marketing of today's natural/organic products, as well as traditional consumer fertilizers and pest controls. She has a Masters degree in plant science and a bachelors degree in agronomy.

12:00pm - 1:15pm
Lunch

1:15pm - 2:15pm
An Organic Golf Course

Attendees of this seminar will learn about the process of how the Vineyard Golf Club became the nation's first organically managed golf course. Successes and challenges faced during the first eight years of operation will be discussed, evaluated and compared. Attendees will learn a

variety of strategies and approaches designed to decrease synthetic pesticide use without sacrificing course conditions and playability.

Jeff Carlson, the golf course superintendent at The Vineyard Golf Club, has spent most of his career working on golf courses in environmentally sensitive coastal locations of the United States and Europe. Carlson is one of the only superintendents to be nationally recognized both for his work on a public course, The Widow's Walk Golf Course, and then a private course, The Vineyard Golf Club. The Vineyard Golf Club; which has been recognized as one of the only organically conceived, constructed and maintained golf courses in the U.S. Jeff received the GCSAA President's Award for Environmental Stewardship in 2008.

2:15pm - 2:30pm
Break

2:30pm - 3:30pm
The Use of Organic Fertilizers & Biostimulants on Turfgrass

Consumer desire for all things "organic" is on the rise. Many questions remain unanswered about organic lawn care, including the definition of organic. In this seminar, we will discuss the challenges and opportunities to developing an organic or organic-based turfgrass management program. Attendees will learn more about the differences among organic fertilizers, biostimulants, and weed control products with suggestions on how to cost-effectively incorporate some of these tools into their management programs.

Doug Soldat received his bachelors and masters degrees from the University of Wisconsin-Madison in the Department of Soil Science before completing his Ph.D. at Cornell University. Doug is currently an assistant professor in the Department of Soil Science at the University of Wisconsin-Madison, specializing in turfgrass and urban soil management. His research, teaching, and outreach programs are focused on improving nutrient and water use efficiency in the urban landscape.

Candidate Presentations, Chapter Success Stories, Highlight GCSAA Chapter Delegates Meeting

By KEVIN CLUNIS CGCS
MGCSA Chapter Delegate



A total of 91 GCSAA chapters, represented by 87 delegates participated in a highly-engaging GCSAA Chapter Delegates meeting, Oct. 22-23-24.

The meeting began with an orientation session for first-time delegates at GCSAA headquarters in Lawrence, Kan., followed by a networking reception and dinner. The meeting continued with solid discussion on a variety of subjects for two days at the Airport Hilton in Kansas City, Mo.

A Positive Experience

"Awesome is all I can say," said Larry Balko, CGCS at Park Ridge Golf Course in West Palm Beach, Fla. We had great discussion and learned about the outstanding work that is being done on behalf of the members. If delegates did not leave with a greater appreciation for the association and its members, then they just weren't listening."

The meeting included an update on GCSAA including financial metrics, new association initiatives, GCSAA candidate presentations, a town hall question and answer session and chapter case study presentations. The responsibility of a delegate at this meeting is to represent members and to take back information to share with them.

"I received several comments from delegates indicating the meeting went well," meeting chair GCSAA Vice President Bob Randquist, CGCS at Boca Rio Golf Club in Boca Raton, Fla., said. "They came prepared to ask good questions and offer constructive feedback. The meeting is a key element of our governance system and the board and staff got a clear picture of what the members want from their association. At the same time, it allowed us as a board to share information that we need them to take back to their members. The meeting may have ended, but the process continues in pushing the information to all levels of membership."

Member Dues Increase Discussion

Certainly the most discussed item was a proposed GCSAA member dues increase which would take effect with May 2011 renewals and new member applications. Class A and SM dues would increase \$20 annually and Class C dues \$10 annually.

Proposed GCSAA member dues are

established though a process that was created by the delegates that uses the Consumer Price Index as a guide. The members then vote upon the proposal at the association's annual meeting in February. The process calls for the association to consider a dues adjustment every two years as a means of ensuring a sustainable organization. The process is not automatic, and the GCSAA Board of Directors may elect not to bring forward dues adjustments according to schedule. Such was the case last year when the board opted to forgo consideration of an increase. Randquist said the board supports a dues increase for 2011 because it represents an opportunity for members to help ensure the success of their career and their facility. Dues account for 27 percent of the GCSAA budget, which is below the average of 38 to 40 percent for associations of similar size.

"The board fully realizes raising dues in this current economic climate is difficult," Randquist said. "But we see this as a necessary investment by members. The increases allow us to make up the ground lost to inflation, which has been at 5.8 percent since our last dues increase three years ago. It allows us to continue to offer programs the members have deemed valuable to them and their facilities. We also believe the process developed by the members to implement dues increases does not create the hardship of larger increases in the past. Ultimately, the members determine whether the dues will increase or not by voting on the proposal in February."

Randquist noted that GCSAA has seen a decrease in revenues of \$5 million over the last three years due to a struggling economy, but proactive expense management by the board and staff has resulted in a reduction of expenses by \$5.4 million during that same period. GCSAA will

have projected revenues of \$15.6 million by the end of 2010.

Field Staff Gains Traction

Popular with the delegates was the presentation of an expanded field staff program first announced earlier this year. The board has made public its desire to have all nine GCSAA regions staffed by a regional field staff representative as soon as possible. It is expected GCSAA will have five field staff employees by the end of 2010 (one at headquarters and four in the field), and seven by the end of 2011 (one at headquarters and six in the field). No timetable for staffing all of the regions has been created, but Randquist noted the success of the program has been duly recognized by the board.

The objective of the field staff program is to create a tie between chapters and GCSAA so that programs are utilized at a higher rate, communication is enhanced and membership is grown. The feedback from chapters who have utilized the program has been overwhelmingly positive.

Additional Discussion Items

- The search for a new GCSAA CEO was outlined. The position description has been posted on the GCSAA website and interviews are targeted for January 2011.

- Six chapters made presentation on programs they have instituted with the assistance of GCSAA resources in the areas of government relations, corporate partnerships, consolidation/sharing of resources and communications.

- New program initiatives in the area of web services, environmental programs, marketing communications, surveys and data and media public relations were shared.

- Considerable advancements were noted in the area of professional development resources with the new job board, self assessment tool and webcasting software.

- Outlined were new features for Conference and Show including education programs, networking opportunities and cost-saving options available to attendees.

- Candidate presentations for the offices of president, vice president and secretary/treasurer and a minimum of two and potentially three directors.