



MID-
ATLANTIC

News Letter



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Number 9

GETTING THE JOB DONE

The more freedom you give people to do their jobs the way they like to do them, the more satisfaction they'll get from their work.

Most managers are supposed to be a little smarter than other people and — in most respects — they probably are. But if managers insist on doing all the thinking for their organization, if everything has to be done their way, what a let for the people who work for them to be proud of!

How much personal satisfaction can there be in doing a job that is completely programmed where your muscles or brain are used to perform repetitive operations already planned and dictated by someone else?

There ought to be something in every job that's satisfying to the person who does it. Unfulfilled people can be just as serious a problem as inefficient methods.

Creating a climate that gives people some independence — without losing control — takes a lot of management skill. It also hinges on the content of a job and the judgment and ability of the person handling it. Here are some techniques of leadership which are used by many successful managers:

Managing by objectives — giving especially capable people a clear idea of the results you want to achieve and leaving the methods to them.

Suggesting methods — rather than dictating them — with the understanding that people are free to devise something better.

Consulting people — affected by a problem or a proposed change and asking their ideas — regardless of whether you think you need them or not.

Enriching jobs — by delegating decisions as far down

the line as possible. If a worker is capable of being trained to make certain decisions intelligently, why have it referred to a supervisor? If a supervisor is capable, why refer to someone above?

Guiding your people — to think of constructive suggestions you may already have in mind, rather than simply presenting them yourself.

Eliminating needless rules — and allowing people as much freedom and mobility as possible as long as they produce excellent results and don't interfere with others.

Leaders who successfully practice these things will enjoy excellent morale among their people. If it can be done — without losing control of the situation — they'll also get excellent results.

President's Message

An Open Letter To Warren Bidwell:

Dear Warren,

I just wanted to let you know what a pleasure it was to work with you during the 58th National PGA Championship. I appreciated the time and attention you were willing to give me even though your schedule was overflowing. All the long hours spent in planning, budgeting, and the executing of your plans for the tournament, paid off, as was reflected in the superb condition of your golf course. The rains certainly were all timed but their appearance only dampened the championship conditions that you presented to the golfing world. All of the fellow members of ours that I talked with, before and during the tournament, gave nothing but praise for the work that you and your crew had done. As a golf course superintendent myself, it gave me a great feeling of pride, to know, contrary to public opinion, championship golf turf can be grown in the Washington, D.C. area.

Congratulations to you Warren, and to Congressional Country Club, from me, and the membership of the Mid Atlantic Association of Golf Course Superintendents.

David Fairbank

DON'T FORGET!

**V.P.I. field days
are September
22, and 23.**

Fifty Years of Progress

GCSAA Golden Anniversary Celebration Sept. 13-14-15

Sylvania Country Club - Toledo Ohio

During the day there will be demonstrations of some of the old equipment which will be on display at the club. Several of these items will come from GCSAA's permanent collection housed at Michigan State University, with other pieces from private collections of members and commercial firms in business at the time of founding of the Association. Historical photographs and several audio/visual presentations, including a Ray Gerber film, will also be part of the daytime activities.

The high point of the afternoon's events will be the

presentation of a GCSAA plaque to the Sylvania Country Club. The plaque, cast in bronze, will be permanently mounted on a large stone to commemorate GCSAA's founding at Sylvania Country Club. The inscription will read, "Birthplace of Golf Course Superintendents Association of America. Founded as National Association of Greenkeepers of America. September 13, 1926, Sylvania Country Club." Plans call for association and club officials to be "piped" from the clubhouse to the presentation site by a Scottish bagpiper.

Among the honored guests expected to be in attendance will be Charter Members, Past Presidents, Outstanding Service Award recipients, governmental officials, representatives of the several allied associations, and reporters from the major turf and golf publications.

After the day long activities, the Anniversary Celebration will conclude with an evening banquet and ceremony keyed by Arnold Palmer. Chapter members, past Presidents and the eleven (11) Outstanding Service Award recipients will be honored at the evening affair. Don't miss seeing Angie receiving his outstanding service award. Another of our members to be honored will be Bob Shields for his past service as president during 1965.

Due to the limited seating at the banquet ceremony, advanced registration and purchase of tickets will be mandatory. The banquet is the only activity for which there will be a charge. However, all members planning to attend the days celebration will be encouraged to pre-register to give the Committee and GCSAA staff a better opportunity to plan for transportation, parking facility requirements, and the 50th Anniversary souvenirs.

September 14-15 will be the dates for the GCSAA Golf Tournament at Sylvania Country Club. Representatives from our association — determined from our Andrews Air Force & Brandywine C.C. Tournaments are as follows:

1st Ron Hall	73-76-149
2nd Bob Martino	76-77-153
3rd Dick Anderson	75-79-154
4th Bob Orazi	78-80-158
5th Alternate	

Stan Lawson 79-83-162

Golf tournament results — Andrews Air Force Base	
1st Low Gross Ron Hall	76 — golf shoes
1st Low Net John Drew	105-40-65 golf bag
2nd Low Net Lou White	84-18-66 shirt
3rd Low Net Grant Pensinger	85-16-69 travel bag
George Thompson	99-30-69 shirt
Virgil Robinson	79-10-69 travel bag
Closest to hole #4 Bert Yingling	
Closest to hole #16 George Thompson	
Highest Score Ron Nolf	



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New Members

Application for membership has been received from the following people:

Robert Lambert
5900 Suitland Rd.
Suitland, Md. 20023

Andrews Air Force Base
Assistant — Class D

Nick L. Vance
14227 Georgia Ave.
Silver Spring, Md. 20906

Laytonville Golf Course
Assistant — Class D

Terrance Lobil
7000 Dorsey Rd.
Laytonville, Md. 20760

Laytonville Golf Course
Class B

Robert G. Grubb
9502 Wadsworth Dr.
Bethesda, Md. 20034

Falls Road Golf Course
Assistant — Class D

These new members are being published here in accordance with our by-laws. Unless written objection is received within 30 days after publication, these men will become active members of the Mid Atlantic Association of Golf Course Superintendents with their requested classification.

“There was a time in my life,” said H. W. Prentis, Jr., former president of Armstrong Cork, “when I thought that all a good executive had to do was to think up good plans, and then to execute them. But I soon found through experience that there was another function — of equal or perhaps surpassing importance. And that is to create and maintain an atmosphere — a climate, if you will — of sympathetic understanding among one’s associates that will give you a chance to put your ideas into effect. Creating this climate is the very excellence of leadership!”

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Joint Meeting With Philadelphia

Dear Craig,

For the purposes of your September newsletter and the joint PAGCS — MAGCSA meeting to be held at the the Llanarch C.C. on MONDAY, September 20, 1976, I am providing the following information:

GOLF: 10:00 a.m.
(PAGCS vs MAGCSA tournament)

LUNCH: available

COCKTAILS: 5:30 p.m.

DINNER: 6:30 p.m.

PROGRAM: "What's Happening — Fall '76"

Dr. Fred Lederboer, Lofts Seed

HOST SUPERINTENDENT: Hiram Taylor

PROFESSIONAL: Bob Pfister

MANAGER: Sal Federico

— Directions —

From Baltimore and South, take Rt #1 North to Pa Rt #3 and turn left onto Rt #3 (West). Proceed about 1 mile

to club entrance on left. OR. . . take Rt #95 North to Wilmington and then Rt #202 North from there to the intersection with Rt. #3. Turn Right onto Rt #3 and proceed (EAST) about 12 miles (1 mile beyond intersection of Rt 320 and Rt 3) to club entrance on right.

I understand that we will be playing the same challenge match that we so much enjoyed last year. Our golf chairman, Harry Scott, should be in touch with Ron Hall soon to get things smoothed out. Hoping to see you at Llanarch in Sept.

"What kind of man deserves the most pity?" Someone once asked Benjamin Franklin at a dinner party. Replied Franklin: "A lonesome man on a rainy day who does not know how to read."

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Decisions, Decisions

A man was bothered with continual ringing in his ears, bulging eyes, and a flushed face. Over a period of three years he went to doctor after doctor. One took out his tonsils, one his appendix, another pulled all his teeth — even tried the goat gland treatment in Switzerland — all to no avail. Finally, one doctor told him there was no hope — he had six months to live.

The poor fellow quit his job, sold all his belongings and decided to live it up in the time he had left. He went to his tailor and ordered several suits and shirts. The tailor measured his neck and wrote down 16½. The man corrected him: 15½. The tailor measured again: 16½. But the man insisted that he'd always worn a size 15½. "Well, all right," said the tailor, "but don't come back here complaining to me if you have ringing ears, bulging eyes and a flushed face!"

Diagnosing a problem correctly is obviously essential to solving it. Probably no set formula for analyzing problems works every time, but the following steps are usually helpful:

First, what is the problem? Is the issue you're trying to decide really the basic problem, or is it merely a symptom of something else?

Two subordinates, for example, are involved in a dis-

pute over some small item. Is this really the cause of the dispute: Or does it reflect a deeper difference that will continue to cause trouble? Be sure you know the real problem before you try to solve anything.

Secondly, what are the alternatives? Problems often look simpler than they really are. Should we do it or shouldn't we? Should we do it this way or that? Actually it may not be that simple. The possibilities may be much more numerous — there may be five or six courses of action which ought to be considered before a choice is made. Frequently the best answer is an alternative the people concerned haven't even thought about.

What are the most important considerations? Are any factors in making the decision so important that they outweigh all others? If so, let's consider them immediately and get to the heart of the matter.

What facts do we need? Are there any facts we need to help us make a clear cut decision? If so, can we lay our hands on them?

How does the risk involved in each course of action compare with the potential gain? It's foolish to take a big risk for a little gain. It's equally foolish not to take a small risk that might result in a big gain. Weighing risks against possible gains is what may decisions ultimately hinge on.

When in doubt, sleep on it! If a clear cut decision doesn't present itself — and you can afford to wait — sleep on it. Let your subconscious work on it. Let the various arguments settle back into their proper perspective. By morning the right answer may be obvious.

In 1975, there were 25,372 holes-in-one made on U.S. golf courses, according to *Golf Digest's* records. Not all were the result of skill. One man, for example, playing at a club in Reno, sliced a low ball off the twelfth hole. The ball skipped twice across a water hazard, slammed into a rake left near a sand bunker — and bounced onto the green where it rolled onto the cup, a hole-in-one!

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Correspondence

Dear Craig:

Received the August copy of the Mid Atlantic News letter and as always it's like mail from home. To my enjoyment was the headline caption, "Angie Wins G.C.S.A.A. outstanding Service Award." I know of no person more deserving for this award than Angie; his record speaks for itself. He is "Super".

One of Angie's promotions for the Maryland Turf-grass Association was the bumper sticker, "Up Your Grass". I purchased one from Angie and placed it on my vehicle and the bumper sticker has really been a conversation piece at this tourist resort in Myrtle Beach. Everyone wants to know where to buy one.

I really think this original could be a project of the Mid Atlantic, to copyright and commercialize on the Angie origination as a source of revenue, toward scholarships and turf projects.

Again, congratulations to you, Craig, for the fine public relations job and to Bill Emerson for the column he wrote, to one of the most dedicated, "Turf managers", on the course and off the course, a guy named, "Angie".

Sincerely,

Bill Mooney
Bill Mooney

Dear Craig,

Enclosed find my change of address, we have finally moved into our new home, which is lovely.

I always look forward to the Newsletter, to keep abreast of the goings on back in Humidity country. We have had 0.2" rainfall this year and with a high humidity so far of 19 makes it ideal weather to grow grass if you are fortunate enough to have good water, which we are gifted as all the irrigation water comes from springs that feed into the pond which leaves the water clear as glass.

There is 2, 18 hole courses, a nine hole Mini and a 18 hole under construction and should be ready for play by November. In fact that job is open and had been put out on the Referral from Headquarters.

My best to all and look forward to seeing you all in Portland.

Sincerely,

James T. Cantrell

James T. Cantrell

Ten Qualities of a Leader

1. *He must be able to take criticism.* No person in a position of authority will be immune from it. He must learn to sort out the constructive, from which he can learn, and the malicious which he must ignore.

2. *He must learn to stand adversity.* Things will not always go well. Failures will happen. A good leader will bounce back.

3. *He must be able to delegate authority.* He must be able to give up power — to trust those under him.

4. *The leader must make decisions.* The person who can not take a stand does not deserve to lead others.

5. *The leader must be free from prejudices.* "Prejudice," someone once said, "is a luxury only little people can afford."

6. *He must learn to praise others, to share the credit, and to give credit where it is due.* If he tries to take credit for everything, he will not lead, he will only frustrate those under him.

7. *A leader must be able to concentrate under difficult conditions,* to keep the goal constantly in mind, to keep his head when all about him are losing theirs.

8. *A true leader will assume responsibility for his own mistakes.*

9. *Nor will he try to avoid responsibility for the mis-*

takes of others. He will, like Robert E. Lee, take the responsibility for the mistakes of his lieutenants.

10. *A good leader will grow and learn.* Stagnation is not leadership.

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