

## Training Assistants

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you must share your knowledge with your assistant. Warn him of problem areas and see that he learns the ins and outs of working with the people working for you.

Neglecting to provide background information keeps the assistant in the dark and prevents him from performing to the best of his ability as well as makes him look bad in the eyes of those with whom he must work.

*Add responsibility gradually:* Let the assistant get a feel for his job. Then gradually give him additional small doses of responsibility. By working in this fashion he will gradually absorb additional knowledge and pick up those qualities that make a manager competent.

*Hold a loose rein:* An assistant who is constantly being checked on gets the feeling he is not trusted and this retards his growth as a manager. Let loose and give your assistant a free rein--let him make decisions and learn by his mistakes. You don't want a trainee to lose his initiative; but keeping him under your finger can snuff out any spark or flame of initiative.

*Give him authority:* Give your assistant a task and tell him to get the job done and to come to you only if he sees problems or something is out of line. Encourage him to bring one or more suggested solutions to any problems he may bring you. Instead of giving him answers to problems, guide him to making the correct decision.

*Remember that you are in control:* Delegate responsibility and authority but remember that you are in control.

Check regularly on assignments given to your assistant. Avoid checking details; emphasize the overall job. Everyone does a job differently. If your assistant produces results but does it in a different manner than you, don't nag him about his methods.

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Many turfgrass maintenance operations are dependent on mathematical calculations. To help you understand and execute the basic mathematics for these operations, GCSAA has prepared a 58-page, 8½ x 11 inch manual on THE MATHEMATICS OF TURFGRASS MAINTENANCE.

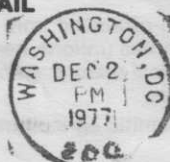
This handy reference manual and workbook is a step-by-step explanation of the basic mathematics used in daily maintenance procedures. Included are sections on area and volume measurement, application of pesticides and fertilizers, steps to determine seeding rates, and irrigation application calculations. The manual also contains a ready-reference guide to metric conversions and answers to numerous sample problems.

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