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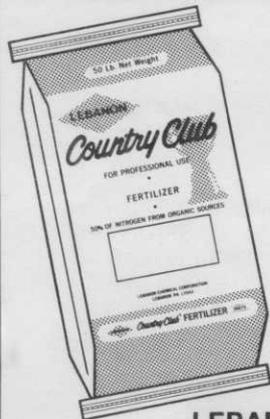
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# Managing, Leadership: A Measuring Stick

Competent leaders and managers are an amalgamation of loyalty, hard work and perseverance. They are also people who are efficient and effective in their dealings with others. And they always are growing and looking for ways to better their organization's stature and position.

There are several areas into which you can look to see how you measure up as a growing, competent manager and leader. Some of the areas include:

1. **Technical Competence.** Knowing what you are doing is important, but you must keep adding to your store of knowledge if you are to remain competent. Pesticide application is a complicated and fast-growing area. Anyone wishing to remain competent in this area must keep abreast of all the government rulings and investigations on pesticides used by the superintendent. Your technical competence is insured by keeping up with change, rather than behind it.

2. **Resourcefulness.** A competent person is one who is resourceful. He's the type you can go to for answers. If he doesn't know about something, you can be sure he knows how to find out. A healthy curiosity keeps the resourceful individual growing and changing to benefit himself and his organization.

3. **Efficiency.** Anyone can get things done eventually. But the competent manager gets things done now. He is organized and makes good use of his time. He deals with one task at a time until it's finished and then goes on to the next.

4. **Reliability.** An efficient person is reliable. Reliability is a most important ingredient for anyone who

(continued on page 8)



DAVID J. WEHNER

## UNIVERSITY OF MARYLAND New Assistant Professor

David J. Wehner joined the staff at the University of Maryland, Department of Agronomy, on December 22, 1977 as an Assistant Professor. Dr. Wehner's duties will be in the areas of turfgrass research and teaching.

Dr. Wehner is a native of Merrillville, Indiana and received his B.S. in Chemistry at the University of Notre Dame in 1972. Following graduation, he accepted a research assistantship in turf management at Penn State University. His M.S. thesis dealt with varietal identification of Kentucky bluegrass. He continued at Penn State and completed his Ph.D. program in 1977. For his Ph.D., Dr. Wehner studied heat tolerance in Kentucky bluegrass and perennial ryegrass.

Dr. Wehner is a member of Gamma Sigma Delta, Sigma Xi, the American Society of Agronomy and the Crop Science Society of America.

## A Measuring Stick

(continued from page 7)

manages. When a reliable person is given a task, you know that it will get done and you can count on it being done correctly and quickly.

5. Working with others. A skillful manager knows to work with and through others. He delegates authority to subordinates to strengthen their authority so he can be relieved of some of the workload. Subordinates become extensions of himself, but he remains responsible for their actions.

6. Awareness. A manager should be all ears and eyes. He should be alert to everything that is happening around him nationally, in the community and in the golf course industry. He should also assimilate the information and be able to see the effects such events have on the organization and to be able to use or discard items as necessary. There is a good deal of "politics" in any organization. Be aware of it but don't get involved. Have a thorough knowledge of the political structure of your organization and be able to predict what will happen if it changes.

7. Open mindedness. Always consider what the other person feels. Be able to see the other person's side. Try to avoid value judgments. Determine why something is wrong, not who is wrong. If you disagree with an idea, make it clear that you are disagreeing with ideas rather than attacking the person. Most important, be able to laugh at yourself, to keep your sense of humor.

8. Self-confidence. Self-confidence is developed through preparation. Get adequate sleep, nourishment and exercise to keep physically fit and mentally alert. A clear mind is needed to think through problems, analyze, seek alternatives, consider consequences and develop plans.

With introspection and diligent dealings with others, a manager can measure up to quality leadership. As a manager grows, so does the organization.

## Mistakes of Man

Cicero, the Roman philosopher, listed these mistakes of mankind:

1. The delusion that personal gain is made by crushing others.
2. The tendency to worry about things before they happen.
3. Insisting that a thing is impossible because we cannot do it ourselves.
4. Refusing to set aside any and all trivial preferences and prejudices.
5. Neglecting the development and refinement of the mind—not acquiring the habit of reading and thinking.
6. Attempting to compel the other person to believe and live as we do.

## Mid-Atlantic Newsletter

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Oxon Hill, Maryland 20021  
301-567-9386

FIRST CLASS MAIL



Published monthly by the Mid-Atlantic Association of Golf Course Superintendents to aid in the advancement of the golf course superintendent through education and merit.

Subscription rate for non-members: \$5.00 per year.