

Modern managers in the Green Industry are highly capable of managing those in their employ who advance on the ladder of success one rung at a time. The natural inclination toward personnel bureaucratic expansion in growing businesses plus the speed of the computer has enabled employers to chart the career advancement path of employees with a high rate of accuracy.

But the lack of latitude and imagination in this system of management can cause managers to lose top employees because they don't fit into the square hole. These employees can best be described as those in a great hurry to get to the top. Nearly all of us have known one of these individuals. They are dedicated men who accept duties with ease, accomplish the job and more in minimum time, adjust readily to increased responsibilities, work long hours without complaint and are highly business and job oriented.

Coping with the management problems of this type individual can present the greatest challenge faced by employers. A man who wants to move hard and fast is often disillusioned by management's lack of response in compensation. He enjoys the hard work, thrives on accomplishment and appreciates praise, but recognizes that com-

pensation must be forthcoming in order to personally maximize profits. Too late he recognizes the inconsistency in the give-and-receive relationship of business and leaves the job burned up.

That's one problem faced by management. Another is the fact that while this man is moving hard and fast he may be on a path to self-destruction. He may literally burn himself out in the job, says a public relations executive of a large chemical firm. "He goes at such a pace that the routine of the job loses its challenge within a few years."

Author Eda J. LeShan in *The Wonderful Crisis of Middle Age* says that this is the most tragic of all cases. The "burned-out boy wonders" have the most difficult time adjusting to the pace of business in midcareer.

The situation confronting managers is finding the right management techniques that keep gifted employees from becoming "burned up" or "burned out."

How does the employer do this? We submit that managers need to critically examine each of these individuals and adopt a different set of criteria for their career development. Business track stars should not be forced to fit the square hole fashion.

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This grass was inoculated in late June. Six weeks later it is almost entirely broken down into compost. More than 80 people attended a conference in Cleveland to find out added information about leaf composting.

GOLD MINE (from page 24)

work best. That means leaf collection crews must be on the scene to pick up leaves and drop them off at the deposition site in minimum time. The reason is that the bacteria need the energy stored in the leaf to efficiently do their work. There's nothing worse than a pile of leaves that is many weeks old, says Lovness. You can't use them, and nobody wants them.

He recommends that front-end loaders be specially equipped with many tines to aid in leaf collection. Leaves swept into streets by homeowners can be pushed to a collection area by leaf catcher blades mounted on trucks or by loaders.

Once at the deposition site leaves are dumped in long windrows. Each row is then inoculated with enzymes. One-half pound of inoculate at \$1.25 per pound is needed per ton of leaves. (A ton of leaves is about four yards in size.) Uniform inoculation is stressed. A water truck, preferably one with a centrifugal pump, then waters the leaves down. The leaves are allowed to stand for

about 10 days, after which they are turned once.

During this time, temperatures in the pile will climb to 150-160 degrees F. Bacterial action is working and much of the oxygen is being used in breaking down leaf structure into organic matter or humus. Turning the pile after 10 days puts more oxygen into the system and permits the hard working bacteria to complete their job. Within a week, the height of the pile can be reduced by a third, notes Lovness.

Site preparation is important, too. Lovness says that too much water or air are toxins to the organisms which break down the material. The site at the center in Cleveland has been considered a highly suitable location.

Doesn't decomposing vegetative matter cause objectionable odor? Judd Ringer Corporation says, "Smells from compost are the result of faulty construction." A carefully constructed compost pile will fall well within the health and sanitation code of major cities.

There is little threat of spontaneous combustion with this system of composting. First, internal tempera-

tures never reach the point where fire would result. And, Lovness says that spontaneous combustion is a reaction of volatility of various organic oils, not necessarily considered in the decomposition process.

Inside the pile, it is quite moist. The nature of leaf cells is to collect water. Newly fallen leaves are relatively high in water content. The action of the enzymes on the bacteria causes the cells to break down and release water.

When all decomposition is stopped, the black gold is ready for use. Lovness advises that best results are obtained when the compost is shredded. A shredder such as that manufactured by Lindig Mfg. Corp., Royer Foundry & Machine, Ford, Deere, W-W Grinder, Red Cross Company and others will pulverize the humus and make it workable. Combined with soil, the mixture becomes a valuable asset.

Where can you buy the enzymes? Besides the Judd Ringer Corporation of Eden Prairie, Minn., distribution includes: The Cumming Co., Inc. 531 South Avenue, Garwood, N.J.; Trius, Inc. 369 Duffy Avenue, Hicksville, N.Y.; Lakeshore Equipment and Supply Co., 10237 Berea Road, Cleveland, Ohio; The Clapper Co., 1121 Washington Street, West Newton, Mass.; and Niagara Chemicals, 1274 Plains Road E., Burlington, Ontario, Canada.

The Cleveland Public Schools system is looking forward to leaf drop this fall. Their plans are to start a massive composting "factory" as soon as the first truckload of leaves arrives. Other communities around the country may well consider this method a positive step forward to solve the problem of leaf deposition once and forever. Leaves can be a virtual gold mine in disguise. □



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EDITORIAL (from page 6)

ioned by other employees. Neither should they be given more job responsibility just because management feels the crunch on employee hiring. Likewise, keeping the man glued to his present job without legitimate room for development and expansion will quickly cause creative death.

The talented employee needs encouragement from management in the way of company security, benefits, salary increases, bonuses, job evaluation and recognized responsibilities. Like the child who grows into a man, this individual must be nurtured by management and given opportunities commensurate with exhibited abilities.