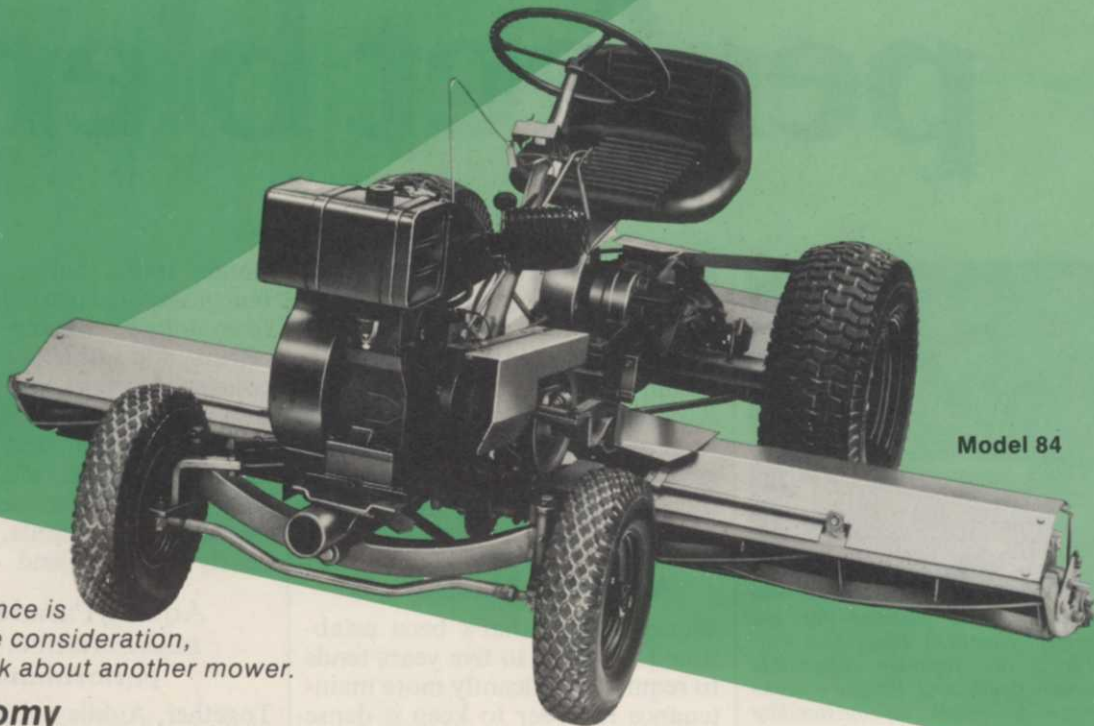


# Ugly, but Economical!



Model 84

*If appearance is your prime consideration, better think about another mower.*

## **If economy and quality is what you want — you want a National Mower!**

In today's economy, one of the most difficult engineering tasks is to produce a completely functional and easily maintainable machine with a minimum number of components. *We've been doing just that since 1919.*

In addition, we skimp on styling in order to lower initial price and to build mowers that give you years of extra service.

Rather than adding fancy shrouds, shiny hubcaps and frills, we concentrate on providing mowers with maneuverability and superb performance on banks and hillsides. For better quality, we use Timken bearings; automotive-type transmissions and heavy-duty, tubular steel frames. Reels adjust down to fixed bed bars providing for more rigid and longer lasting mowing units. Bed knives have turned up lips for extra wear... *a feature we introduced as early as 1925.* For professional results, National's three power-driven, free-floating reels follow ground contour and cut without skip or scalping.

Chrome accent strips don't add to serviceability,

so we don't use them. National's no-nonsense design makes normal service faster than any mower on today's market.



Model 68

*Check out the economies of these ugly beauties... we've been adding nothing but quality since 1919.*

WRITE for detailed literature on all National Mowers



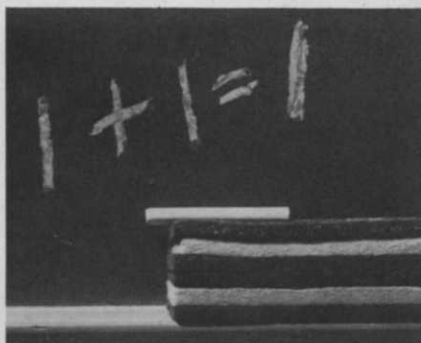
**NATIONAL**  
Mower Company

660 Raymond Avenue • St. Paul, Minnesota 55114  
Phone: 612/646-4079

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Northrup King introduces a new Kentucky Bluegrass concept:

# Aquila/Parade. working as one perfect blend



*The Northrup King formula for the nearly perfect Kentucky Bluegrass: 1 + 1 = 1. That's two superbly compatible bluegrasses—Aquila and Parade—working as one to create an outstanding blend component.*

For a long time, turf researchers have been looking for the "perfect" Kentucky Bluegrass. They haven't found it. They've come up with some excellent varieties but not that one perfect cultivar.

Northrup King has been seeking perfection, too. And, taking a different approach, we think we've come very close to it.

## **Perfection, a team concept.**

Since all known grasses have some sort of weakness, why not select a *team* of two grasses—with each member of the team possessing compensating strengths—and blend them in a way that's practical for use by turf professionals? This is precisely the approach Northrup King has taken.

For ten years, our researchers

have sought two superior and superbly compatible Kentucky Bluegrasses to form a high-performance, low-maintenance "blend-within-a-blend". In Aquila and Parade, we've found the pair we've been after. Let's look at these two grasses, first as individuals and then as the Northrup King team of Aquila/Parade.

## **Aquila for persistence.**

Bluegrass turf that's been established for three to five years tends to require significantly more maintenance in order to keep it dense and healthy. Aquila Kentucky Bluegrass provides a striking exception to this fact of turf life.

Once established, Aquila holds its density and color and maintains a healthy weed-resistant stand for longer than five years, even under low or moderate nitrogen fertilization. It also requires less moisture to maintain its color and shows tolerance to moderate drought conditions. It has a medium leaf width and attractive dark green color for textural and esthetic compatibility with a wide range of turfgrasses. Aquila is, on its own merits, a remarkable Kentucky Bluegrass. And we've teamed it with another:

## **Parade for durability.**

The particular strength of Parade Kentucky Bluegrass is that it develops a tough sod fast. It with-

stands traffic better than many bluegrasses and can recover quickly from injury, making Parade excellent for athletic fields, golf courses, fairways and other high-traffic areas. With its pleasant dark green color and moderately broad leaf width, it's compatible with many turfgrasses. In combination with Aquila, it forms a nearly perfect blend component.

## **Aquila/Parade: low maintenance, high performance.**

Together, Aquila and Parade give you a bluegrass component with more advantages than any single cultivar we've ever seen or heard about.

The Aquila/Parade team requires moderate amounts of fertilization, water and general care—factors that should help your maintenance budget considerably. Yet, in concert with other grasses that meet your requirements, Aquila/Parade will provide a uniformly attractive turf that establishes early and lasts straight through into fall. This blend component will also stand up well under traffic and give you good disease protection.

## **Aquila/Parade is ready. Now how do you use it?**

Northrup King is committed to the blend concept, as are many turf experts today. Our experience convinces us that a good com-



# Two bluegrasses to form a nearly component.

combination of grasses will give the best performance. So we look upon Aquila/Parade as a component to be blended with rye, fescues, other bluegrasses and/or whatever your particular conditions warrant. And, we'll gladly help you formulate the proper blend.

If you'll fill out the form below, we'll give you our professional recommendation as to the best blend, using Aquila/Parade as a component. We hope you'll take us up on this offer, because we think the Aquila/Parade team is the most important Kentucky Blue-

grass concept to date—as close to perfection as anybody's been able to get.

**AQUILAPARADE**  
**KENTUCKY BLUEGRASSES**

Northrup King will recommend a blend, using Aquila/Parade, customized to your specific needs.

Just fill out this form and send it to Aquila/Parade, Northrup King & Co., 1500 Jackson St. N.E., Minneapolis, MN 55413.

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Club or Company: \_\_\_\_\_ Phone No.: \_\_\_\_\_

Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

For:  New turf  Interseeding established turf  Renovating old turf

Use:  Prestige turf  Utility turf  Athletic or heavily used turf  Background turf

Other \_\_\_\_\_

Area to be seeded: \_\_\_\_\_ Approximate planting date: \_\_\_\_\_

Soil type:  Sandy  Loamy  Clay  Peat Soil condition:  Droughty  OK  Wet

Fertility Level: \_\_\_\_\_  pH  Acid  Neutral  Alkaline

Topography:  Steep  Rolling  Level Light:  Sunny  Partial shade  Heavy shade

Disease and insect problems encountered: \_\_\_\_\_

Intended management:  Intensive  Moderate  Low

Irrigated  Non-irrigated

Mowing height: \_\_\_\_\_ Frequency: \_\_\_\_\_

Fertilizer program: \_\_\_\_\_



# The Arborist's Insurance Market

By STANLEY LOAR  
Mass Marketing Coordinator  
Fred S. James and Company

THE ARBORIST as a businessman is faced with the task of protecting his firm's assets and in providing longevity to his firm's profitability. Often forgotten is the many U. S. firms in any industry which go bankrupt as a direct result of some loss against which there was insurance coverage available. How many times have lawsuits, fires, embezzlement or some other loss forced companies into receivership or caused them poor results on their profit and loss statement? Often precautions could have been taken against this economic loss, but due to oversight or ignorance, the precautions were not taken.

## Known vs Unknown

Insurance costs are a tax deductible expense for running a business. This expense, or insurance premium for a given period, is fixed and known. On the other hand, property losses or court settlements which are also tax deductions, are the losses over which a businessman or owner has no control as far

as frequency, severity or timing at which these losses may occur. One really trades a known cost, i. e., the insurance premium, for some unknown costs, i. e., uninsured losses. The prudent businessman should be attempting to stabilize his business earnings to ensure his firm's future profitability. Therefore, to risk a known cost for some unknown, possibly catastrophic cost, makes the latter seem like gambling. This is not the way to run a business.

## Proper Coverage

One may ask himself — what exposure do I have? What kind of losses should I insure against and what should I pay? Of course, the obvious and often neglected risk of loss to any business is present whenever automobiles are involved. Catastrophic losses, which we all read about in the press, where court costs and settlements reach seven-digit figures, make one wonder if he shouldn't go back to the horse and buggy. This type of loss is not all that uncommon. It is my impression

most people do go through the motions of buying auto insurance, but unfortunately, the limits are not adequate. Anyone who is still carrying low bodily injury and property damage limits is taking a chance. The costs of umbrella for \$1,000,000 would be well worth the money, if only to let one sleep better at night. The umbrella policy offers coverage above the normal basic policy and pays the limit of the umbrella policy in excess of the normal basic policy. For example, if one has an auto policy with limits of \$100,000 per person and \$300,000 per accident for bodily injury and \$100,000 for property damage, then a \$1,000,000 umbrella will pay up to \$1,300,000 per accident for bodily injury or \$1,100,000 for property damage.

In the same area, another important and costly insurance coverage is General Liability. This offers protection against losses which may be brought against a business because of its actions other than those relating to automobiles. Often, just like auto, it is written for very low limits, which expose the business firm to tremendous losses. Also, as in the case of the auto mentioned above, an umbrella can be put over the

*(continued on page 25)*

Today, more than ever, Ditch Witch makes \$ense.

# The New Ditch Witch Modularmatic Loader

Ditch Witch has added a thrifty new "job-expander" module to the line of Modularmatic equipment.

Just add the hydraulic loader module and you're ready to clean up the job site and load a variety of materials. Outfit a R40 or R65 Modularmatic vehicle with your choice of trenching modules on the rear and the loader on the front. Or attach the Ditch Witch Model 140 utility backhoe module on the rear and the loader on the front for a Ditch Witch backhoe-loader combination.

Controls for the half-yard bucket are located for operator convenience and effectiveness.

Ditch Witch's Modularmatic concept gives you more for your equipment dollar because it enables one machine to do more jobs. In addition to the loader, Modularmatic modules are available for trenching, restoration, vibratory plowing, backhoe work and related underground construction jobs.

The new Ditch Witch Modularmatic loader. Just another reason why . . .

**TODAY, MORE THAN EVER,  
OUR MODULARMATICS MAKE \$ENSE!**

*Ditch Witch . . . equipment from 7 - to 195-HP.*



**CHARLES MACHINE WORKS, INC.**  
P.O. Box 66  
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# How Lexington, Mass., solved its caterpillar problem with no adverse side effects.

Lexington is densely populated. So Paul Mazerall, park superintendent and tree warden, had a big job on his hands.

To stop the infestation of tent caterpillars, he had to spray around schools, parks, churches and other public places. His choice of insecticide became critical.

Paul found a product that met all his requirements. A product that wouldn't endanger local wildlife or pets or people. And one which city work crews could handle easily. It was DIPEL®.

## One shot did the job.

That's all it took to get rid of the tent caterpillar problem in Lexington.

Selective control made DIPEL the answer to Lexington's problem. It worked so well, in fact, that Paul plans to expand its use.

## Kills gypsy moth and others.

Including cankerworm (inchworm). Spanworm. Bagworm. Fall webworm. California oakworm (California only).

But performance is just one of the reasons cities like Lexington are switching to DIPEL.

DIPEL can be mixed and applied without protective clothing. And it mixes easily with foliar nutrients. So you can do more than one job during each pass. As a matter of fact, some cities are even spraying DIPEL from aircraft.

Yes, tree wardens like Paul Mazerall have the right idea about caterpillar control. When you have a problem, spray DIPEL.

# DIPEL®



AGRICULTURAL AND VETERINARY  
PRODUCTS DIVISION

ABBOTT LABORATORIES, NORTH CHICAGO, ILL. 60064

**GENTLEMEN: We are interested in spraying DIPEL®**

Please phone me promptly.  Have your representative visit.  Mail literature.

Name \_\_\_\_\_ Acres \_\_\_\_\_

Title \_\_\_\_\_ Pest(s) \_\_\_\_\_

Address \_\_\_\_\_

City, Zip \_\_\_\_\_ By ground rig

Phone No. \_\_\_\_\_ By air

Company, Twosp., District, Etc. \_\_\_\_\_

SEND TO: ABBOTT LABORATORIES, 900 West Route 70, Suite 6, Marlton, New Jersey 08053





# MOTIVATING the **TURNED-OFF** EMPLOYEE

*PART 1 The Needs of Man*





**Editor's Note:** This is the first of a series of employee management articles designed to better employee-employer relations. The subject sequence has been separated into definition of needs, problems and goals and application techniques. The series will appear in concurrent monthly issues.

**IN ANY ORGANIZATION** — public or private — there are at least two sets of goals to be achieved: (1) those of the organization and (2) the personal goals of people in the organization. It is imperative that each individual — owners, managers and non-managerial personnel — achieve their personal goals within the organization environment.

The goals of the organization — more profits, more service or whatever — and the goals of the people in the organization are completely compatible, in spite of the efforts of some to establish conflict and hostility. Where conflict and hostility exist, they are the product of a lack of understanding — advertent or inadvertent — between the parties involved. Understanding will not be achieved until those involved understand the nature of man — the needs that motivate him and the work environment in which he strives to survive.

From my observation and experience, I have found that many people in the organization are demotivated inadvertently by managers. Seldom do administrators deliberately demotivate people and when you find managers who *do* undertake such an administrative practice, their objectives should be carefully considered and weighed. Too frequently management and unions take a miserable attitude toward people in general. Often this arises out of inadvertent misunderstanding of what it takes to motivate people in an organization.

Before we progress too far in this analysis, it would be best to define management so that the following discussion can be put in proper perspective. My definition is as follows: Management is a decision-making process of (1) determining and establishing objectives and (2) achieving those objectives by the best possible utilization of limited, allocated resources.

Managers are decision-makers. They make decisions to establish the



Dr. John L. McKeever

*The author has vast consultation experience in areas of organizational structure, management training, planning and performance evaluation. Also author of several technical papers on finance, human relations and motivation, Dr. McKeever is presently professor of management, Colorado State University, Ft. Collins, Colorado.*

objectives of the organization that will provide guidance and direction for other decisions and human behavior in the organization. Second, managers make decisions that will result in the achievement of the predetermined objectives by the best possible utilization of the resources allocated to them in any function and at any level in the organization.

The most important resource allocated to managers in every organization is people, for all non-human resources lie fallow until the human element is applied. Yet, in our society we tend to use the human resource like we use non-human resources — we just use it; we don't motivate it; we discard it; we get rid of it; it is perishable and when things go bad we can always lay it off or fire it. Each resource allocated to managers must be used in the best possible way if organization goals and the personal objectives are to be achieved. The use of each resource requires the application of a certain body of knowledge if it is to be used properly in achieving objectives. In order to use human resources in the best possible way to achieve organizational objectives, managers must understand the nature of human behavior in the organization environment and what must be done to create a work environment conducive to motivation. To do less will result in a failure to achieve objectives.

The first thing managers should understand is that the people who come to work in the organization bring with them a set of personal goals that must be achieved in conjunction with the objectives of the company. Just enjoying the company of people is not sufficient in good management. You've got to understand the nature of every individual who is working for you. He is motivated by certain things and demotivated by others. And frequently he is *not* motivated by things you think are important.

Many managers have made some very bad mistakes in determining and identifying the goals of people in the organization. They still place too much emphasis on wages, salaries and fringe benefits. Salaries, wages and fringe benefits *are* motivators of people, but only to a certain extent. In addition to economic goals, management must provide satisfaction of a non-economic nature if employees are to

*(continued)*

# **RYAN GREENSAIRE II AND THE GREENSAIRE II CORE PROCESSOR**

Good looking greens are important to you, so you already understand the need for good aerating equipment.

But the good will of your golfers is important, too, so you want to keep your greens in play.

Our Greensaire team will aerate and process aerator cores in one simple operation. No longer will you have to rake up windrowed cores separately. This saves you time, money and keeps your greens in play.

Your golfers stay happy. You stay happy.

The first part of our aerating system, The Greensaire II, is ruggedly constructed to remove 36 clean cores from every square foot of turf. One pass relieves soil

compaction. Holes are up to 3" deep and uniformly spaced on 2-inch centers. You're assured of straight in and out penetration. There are different size tines for different ground conditions.



# **The Whole-in-one:**

**your complete  
greens aerating  
system**

