



**How to
put a million
tiny hoes
to work
aerating.**

Just apply GRAND PRIZE® Lawn & Garden Gypsum to grassy areas and shrub beds. GRAND PRIZE will work down—like a million tiny hoes—to create a loose, porous soil structure where air and water can move . . . roots can freely feed and grow.

It supplies soluble calcium and sulfur in a readily absorbed form. Won't affect the pH of the soil. Helps fertilizers to be more effec-

tive, and organic matter to decay faster. In addition, GRAND PRIZE helps neutralize pet and deicing salt damage.

GRAND PRIZE is inexpensive and easy to use. While excellent for lawns, use it for flowers, vegetables and shrubs. If you want richer, greener lawns with less work, write for more information to 101 S. Wacker Drive, Chicago, Ill. 60606. Dept. WTT-35



CHEMICALS DIVISION

UNITED STATES GYPSUM

PRIMARY SUPPLIER OF SECONDARY PLANT NUTRIENTS

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Government News Business

OSHA boss, John H. Stender, announced completion of his organization's 113th field office. The administration has more than doubled the number of field stations since its conception four years ago. Stender claims the increase will "better safeguard employee safety and health across the nation."

The Lawn Equipment Division of Hesston Corp. has tripled its production capacity and office space by moving its headquarters to a two-year-old building in the Lincoln Meadows East Industrial Park of southeast Indianapolis. The division was formerly located at 8640 Brookville Rd., Indianapolis.

A distributor leasing program for International Harvester's industrial equipment lines was recently reported by company officials. International's Credit Corporation has modified and liberalized its rental/lease plans to effect the new program. Eligible equipment includes all new industrial tractors, pay loggers, hydraulic excavators and related equipment. The units can be leased on either a short term or long term basis. The lease plan applies in all states except Louisiana and Wisconsin.

Standard Golf Company celebrates their Golden Anniversary in 1975. The company actually started business in 1910 by making steel gates, wagon tongues and related farm equipment. In 1925, they began making a few wood poles, flags and steel cups for the golf industry. Three years ago, Standard sold their farm product division and now spends full time in the golf course accessory business.

Herbert A. Jespersen has been named president of Ryan Equipment Co., a subsidiary of Outboard Marine Corporation. He was recently elected a vice president of Outboard Marine Corporation and division manager of OMC-Lincoln. Ryan Equipment Co. is in St. Paul.

EPA has proposed a uniform schedule of fees for document search and duplication. New amendments to the Freedom of Information Act is prompting government agencies to respond with search and duplication proposals. EPA proposes to set a charge of \$2.50 for each half hour of record search time and \$4.50 for each half hour for in-house computer programming time. The agency is soliciting public comment on all aspects of this proposal.

A new brochure entitled "Standards for Certification of Pesticide Applicators" was recently released by EPA. The original printing of the standards for "restricted use" pesticide applicators appeared in the Federal Register on October 9, 1974. The booklet is available from: Operations Division, Office of Pesticide Programs, U. S. Environmental Protection Agency, Washington, D. C. 20460.

OSHA has extended public comment period on proposed safety and health rules that would limit occupational noise exposure to 90 decibels over an eight-hour workday. Original rules were proposed October 24, 1974 in the Federal Register and allowed public comment until December 9. Public requests extended the date until January 22. The latest extension was granted in response to additional requests to allow adequate time to study the complex issues involved.

A burst of brilliance... Fylking for the World's Fair!

Fylking Kentucky bluegrass is a superior, elite bluegrass that burst like a star on the scene in the sixties!

Since then Fylking has established records making it the perfect choice for the official grass at the environmental World's Fair, Expo '74.

Fylking has proven to have superior resistance to disease and drought; withstands traffic. Its thickly woven rhizome root system develops dense sod so quickly Fylking can be lifted in 90 days. Fylking can be mowed at 3/4 inch (even 1/2 inch) and thrive. It absorbs carbon dioxide pollutants, gives off oxygen, cools air by releasing water vapor.

A superior mixer, Fylking greens up earlier in spring, stays greener in summer heat, remains green longer into fall.

Choose Fylking and your customers are getting a grass good enough for a World's Fair!



FYLKING KENTUCKY BLUEGRASS

U. S. Plant Patent 2887

Another fine product of Jacklin Seed Company



Fylking's rhizome root system develops so thickly, under ideal conditions sod can be lifted in 90 DAYS.



Low growth, short leaf sheaths and abundant tillering of Fylking (right) compared with another elite bluegrass plant.



Cross section displays thick, luxuriant turf, fine leaf texture and brilliant green color of Fylking.

Give crabgrass



**(Like 2 feet in 10 weeks.
It'll also produce 3,000 seeds
to grow on you next time.
Balan[®] nips all this in the bud.)**

a chance and it'll grow on you.



Six weeks



Ten weeks

Untreated, there'll be a bigger crop next time, make no mistake. With your fertilizing and watering, crabgrass plants become fully-equipped seed factories in ten weeks.

Balan puts crabgrass out of business. Other annual weedgrasses, as well. A pre-emergence weed killer, Balan forms its protective zone where seeds germinate. Kills 'em, despite heavy rains and irrigations.

Works economically even on big areas. Costs \$17 to \$33 an acre. (Certain warm-season areas require

two applications at a heavier rate for year-around control.)

Balan is convenient, too — granules are easily applied with your equipment. Make Balan's crabgrass control a key step in your lawn-care. See your turf supply and equipment distributor now. Or contact us for the name of the distributor nearest you.

Elanco Products Company, a division of Eli Lilly and Company, Dept. E-455, Indianapolis, Ind. 46206, U.S.A.



One of Elanco's dependable weed-control crew

ELANCO

Balan

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a chance and it'll grow on you.

AERIAL WAR ON TUSSOCK AND



TWO FRONTS: GYPSY MOTHS



TWO of the forest's most destructive enemies attacked on two fronts last year, as if in a planned alliance. Proliferating rapidly, both the tussock moth in the West and the gypsy moth in the East had forest experts in doubt about the future's balance of power in private woodlands and national forests and parks.

In Washington, Oregon and parts of Idaho, the tussocks seemed able to time the start of their biggest offensive in 1973, when the traditional and most effective weapon against them, DDT, had been banned by the National Environmental Protection Agency.

Gypsy moth invasions were causing the most damage in northeastern states, but like the tussocks, gypsies readily disperse themselves by the wind, so other parts of the East, Southeast and even Midwest may be in for trouble. Particularly vulnerable will be the oak forests of the Appalachian and Ozark Mountains and Southern oak-pine stands, all containing high concentrations of favorite gypsy moth edibles.

New Tactics

Federal and state forest agencies adopted some new tactics against both infestations for 1974. In the western states, Forest Service officials were faced with the defoliation and loss of an estimated 400,000 acres of Douglas fir and other conifers. That would be compounded by the threat of great fires which often result in the dry-dead stands defoliated by the tussock. Public pressures to end what promised to be catastrophic losses in timber grew beyond the earlier pressures to halt the use of DDT.

The eastern gypsies, until 1963 controlled by DDT spraying, were also becoming the subject of public outcry for action. In those states, limited spraying with DDT alternatives had been going on for several years, but had failed to check the rapid spread of moth populations.

The new battle plans drawn for both sides of the nation bore some interesting resemblances to one another. Long-range, foresters worked toward basic biological control programs. Gypsy and tussock moth infestations, after causing severe defoliation in a given area, do tend to collapse after a two to three-year period, having eaten themselves out of business. It is hoped that the introduction of parasites, natural predators and/or treatments with virus, bacillus and sex attractants will, if all goes well, eventually cause earlier collapses and thus reduce the acres destroyed each year.

(continued on page 28)



TOTAL TURF CARE IS HERE!



Dacthal®

Start your Total Turf Care this year with Dacthal W-75 herbicide. Or use the convenient 5 percent granular form if you like.

Dacthal gets the jump on most annual grasses and broadleaf weeds. This preemergence herbicide prevents weeds as they germinate. Crabgrass and *Poa annua* don't have a chance. Yet, Dacthal is a truly selective herbicide that will not affect established grass. It's even safe for new grass when used according to label directions.

Just one application in early spring will control weeds for a full season. In the case of *Poa annua*, another application in late summer keeps this late germinating pest out of sight.

Don't worry about residue build-up either. Dacthal degrades in one season; it's not persistent in the soil.

Dacamine®

For those areas where broadleaf weeds are a problem, use Dacamine Turf herbicide to sustain your Total Turf Care. Postemergence Dacamine kills dandelion, plantain, poison ivy, knotweed and other broadleaf weeds.

Dacamine is an oil soluble diamine form of 2,4-D which is formulated to

Get a full course of protection against weeds and disease.

be used *only* with water. It combines the weed-killing power of an ester with the safety of an amine. Dacamine stays put—kills the weeds you spray it on but won't vaporize and damage valuable plants nearby. Its unique formulation penetrates waxy weed foliage—then moves all the way to the roots, killing the whole plant not just the top.

Daconil 2787®

Total Turf Care includes broad-spectrum disease control. Daconil 2787 is the one fungicide that solves most disease problems. Why use a group of fungicides to do what Daconil 2787 can do by itself?

Use Daconil 2787 to prevent or cure: Brown Patch, Copper Spot, Dollar Spot, Leaf Spot, Melting Out, Red Thread and more. Many leading golf courses use Daconil 2787 in their disease prevention program.

Daconil 2787 has performed well on over 25 grass species and varieties. Excellent turf tolerance allows you to use it even in hot, humid weather.

Just mix Daconil 2787 with water and spray. You don't need a surfactant. It's compatible with many commonly-used pesticides. Follow label directions for exact usage.

Daconate®

Round out your Total Turf Care with Daconate postemergence herbicide. Get those escape weeds that slipped by your preemerge. Daconate will effectively control crabgrass, chickweed, wood sorrel and other hard-to-kill weeds. It's economical, too.

Daconate is a ready-to-use arsonate liquid, pre-mixed with the right amount of surfactant for maximum coverage and control. Since it is an organic arsenic compound, it does not have the more toxic properties of inorganic arsenic compounds, such as calcium or lead arsenate. For best results, spray Daconate during warm weather when weeds are actively growing.

Ask your turf chemicals supplier for more information or write: Agricultural Chemicals Division, Diamond Shamrock Chemical Company, 1100 Superior Avenue, Cleveland, Ohio 44114.

Diamond Shamrock

THERE IS NO easy remedy to the problem of understanding and motivating employees. Managerial gimmicks such as the "ten easy steps" approach will never provide solutions to the human problems in any organization. Many gimmicks have been devised and recommended to managers that have created more human problems than they ever resolved.

The only way that managers will ever achieve any degree of loyalty, respect, productivity and cooperation will be when they are able to understand the nature of human behavior of employees as they strive to achieve goals and satisfy needs — individually and collectively. As was

attitudes of managers toward employees negatively affect the decisions they make in the organization. Many of these attitudes have been acquired over years of learning experiences and frequently result from the biased and prejudiced judgement of others who had some influence on our learning processes. It is not unusual for many attitudes to be passed on from parents to children, from teacher to student or from the boss to subordinate. The author has known instances in which the attitudes of well-educated and professional people toward labor were so negative that they blamed labor (union and non-union employees) for every economic

needs in the work environment there is positively no way that management will be able to maximize or optimize organizational goals.

Management should carefully consider their decisions in terms of the goals and needs of the employees and the reaction a decision will have upon them — individually and collectively. Management should especially evaluate decisions in terms of their effect on the social, ego and creative needs of employees. You had better believe that money and fringe benefits are motivators of employee but there is a point in which these factors will not motivate individuals to greater effort or loyalty if other needs are not being satisfied in the organization. In fact, salaries, wages and fringe benefits as motivators may be negated completely if management is providing social, ego and creative need dissatisfaction in the work environment. This results in the resignation of good employees or of their performing at something less than their potential.

There are many managerial decisions that reflect a negative attitude toward the work force that in turn may lead to negative reactions by personnel affected by the decision. Every policy, rule, regulation, procedure, schedule program, control, budget and other established organizational directive that affects human behavior should be evaluated to determine and eliminate the negative aspects from the order or directive if they exist. It is self-evident that any negative act will generate a negative reaction.

So many management decisions are colored by deeply ingrained attitudes that they are made inadvertently and without known bias and prejudice on the part of the manager. When the negative element of the decision is revealed to the manager it is often a surprise to him that it contained a negative factor. If a self-evaluation by the manager of his decisions succeeds in indentifying one ingrained negative attitude, a step in the right direction will have been made. It is doubtful that the manager will discard a recognized deep-seated feeling immediately, if ever. What the evaluation will do is make the manager aware of how his feelings and be-

(continued)

WEEDS TREES and TURF

MOTIVATING the **TURNUED-OFF** EMPLOYEE

PART III Motivation

By DR. JOHN L. MCKEEVER, Colorado State University

discussed in the Parts I and II, employees establish goals that must be achieved in the work environment. The goals that employees establish are based on a common set of needs possessed by all humans. Goal achievement results in need satisfaction and when employees do not achieve their personal goals in the work environment they are demotivated and may become counterproductive. It is the purpose of Part III to explore a few of the alternatives available to management to create a more challenging and positive work environment.

Change in Managerial Attitudes

Many of the deeply ingrained at-

problem in the nation. Conversely, there are those who are extremely biased and prejudiced toward management.

These deeply ingrained attitudes should be brought out of the closet and subjected to careful examination. I am sure that a logical analysis of management-labor problems would reveal that the objectives of the organization and personal goals of the people in the organization are not incompatible. In fact, they are extremely compatible and the failure to consider the objectives of each other will result in some degree of goal failure for both. When employees do not achieve personal goals and, consequently, satisfy