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Reputation On  
Country Club  
Products.  
So Can You."



Donald Pfeiderer, Ph.D., Ohio State University, is head of Country Club's Professional Division. He is among the country's foremost agronomists and is author of the Agronomic Bulletin.

# COUNTRY CLUB

## Turf Products

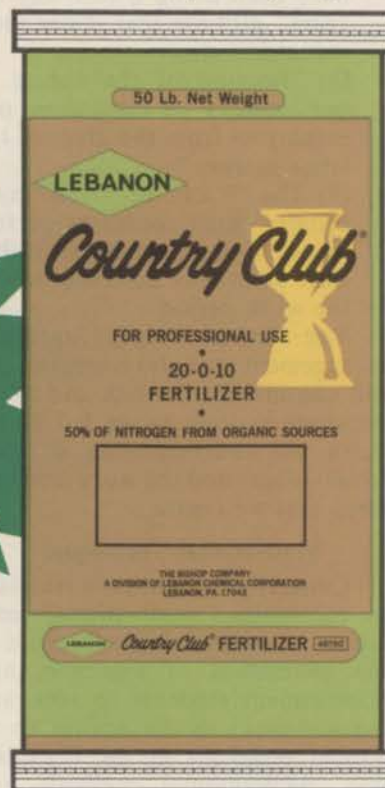
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There are hundreds of thousands of old homes in communities with sparse thin lawns because of shade too dense for most grasses. There are also hundreds of thousands of old Merion, Windsor and other type lawns that have become so badly infested with smut and other grass diseases, they are hopeless, or at best difficult to cure or control. Most of these old lawns are in well established communities where people want the best and have the means to purchase the best.

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Warren's A-20 is rated high for over all performance and disease resistance by research organizations doing turfgrass research.

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Warren proprietary grasses are now produced in 15 states and in England, Scotland and France. There are a few territories still available.

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havioral patterns affect and color his decisions and his awareness should encourage him to consider them in future decisions. Change may not come easy for it is difficult to admit that we could have been wrong for so long.

These feelings are common in managers and may include all of the Theory X concepts of Douglas McGregor<sup>1</sup> and many others. A few of the typical deep-seated attitudes that may affect management decisions are as follows:

(1) Employees are motivated only by wage and fringe benefit goals.

(2) Employees are irresponsible and will shirk responsibility in the organization.

(3) The divergent nature of organization objectives and employee goals make them incompatible and in conflict with each other.

(4) The "my investment, my risk, my decision" syndrome that fails to consider the capabilities of employees.

(5) Employees must be constantly threatened and coerced if they are to do any work at all.

(6) Workers are basically lazy, gullible, dishonest and not too bright.

(7) The "don't rock the boat, we have been doing it this way for years" attitude that stifles individual initiative.

(8) "Because of the nature of our industry we must draw our employees from the dregs of the labor market."

(9) The "8 a.m. to 5 p.m." syndrome which measures performance in hours on the job rather than what was achieved during the work period.

The list of deeply ingrained management attitudes is lengthy and will continue to flourish and affect decisions as long as we fail to acquire an understanding of ourselves, others and the work environment that we create.

#### Motivational Techniques

Generally the author is reluctant to recommend motivational techniques or methodologies because of the inclination of managers and management students to seek and use gimmicks as the answer to all human problems in the organization. Motivational methods and

techniques have purpose only as a part of the total process of understanding human motivation and behavior. In other words, if the organizational objectives are to be achieved, the human resource in the organization must be motivated by all managerial decisions concerned with employees and not by a few techniques.

In determining procedures, techniques or methods used in the motivation of employees, managers in organizations can be very innovative and creative. For example, managers should approach the problem by determining and/or evaluating managerial actions and decisions in terms of the need satisfactions of employees in the organization. If the economic needs (salaries, wages and fringe benefits) of employees are reasonably satisfied, management should determine the types of programs or actions that would provide greater social, ego and creative need satisfaction to the employees. Management can do a number of things to provide a work environment conducive to the motivation of employees that had not been considered before in the organization. Motivational techniques can be devised that will provide for greater opportunity, fairness, recognition and personal growth and development for employees.

#### Participative Management

One technique the author would recommend is participative management. To avoid any confusion or suspicion of the term the following definition should explain the process:

"Participative management encourages all employees to participate in making decisions, (1) of a non-routine nature, (2) when the decision will affect them in the environment and (3) the manager must always retain the prerogative of making the final decision."

In participative management the employees are given greater control over their work environment by being able to participate in making non-routine decisions that affect their life in the organization. It should be noted that the author's conception of participative management does not give the final deci-

sion to employees but encourages their ideas, suggestions and recommendations. The final decision must always be the responsibility of one person, the manager.

Participative management provides employees the opportunity to satisfy creative and ego need satisfactions and if the participation is performed in a meeting or conference type of discussion process it will provide social need satisfaction. Participative management is merely the utilization of the democratic process in the work environment. Many work environments tend to be dictatorial or monarchical in nature and, consequently, discourage a free flow of ideas from those who may be creatively inclined but managerially demotivated.

### Employee Training

Regardless of the type or size of the organization, training programs can be utilized to provide opportunity for employees. If opportunity is not provided in an organization, creative employees may not remain with the company. Many small organizations tend to shut the door on this aspect of employee motivation by assuming there is nothing to be learned on the job once a few simple procedural work

activities have been mastered. Actually, on-the-job training opportunity can be provided employees in any work situation no matter how proceduralized and simple the activities. Through the use of well devised and well written job classifications, a progression of promotional possibilities can be established. The employee can move from job class to job class entailing a pre-planned and orderly promotional path in the organization.

In many company operations, work activities have been broken down into a series of simplified, procedural steps over a period of time (construction cycle, growing period, etc.) and each step requires some time to learn and perform efficiently. In instances like this, if employees can be trained to understand and perform all the operations in the entire sequence of activities, responsibilities have been enlarged and the job takes a greater meaning to the employee. In fact, by training employees to perform all the activities in the entire operation, they can see the end result of their efforts over the entire production cycle. This is a problem in many large organizations in which the individual efforts of employees often cannot be identified with the final product. By systematically and chronologically establishing a well designed over-all training program, you have not only provided an environment conducive to opportunity but the employees may acquire a professional knowledge of the entire operation in which their services are enhanced and their personal worth increased. This process is referred to as job enlargement or job enrichment and results in an increase of responsibilities performed by the employee. Job enlargement through training enhances the ego need and provides the employee with potential to be more creative. From this point on, employee training can be directed toward other functional and management areas.

One of the points the author is making above is that management in industries in which many of the production jobs seem very menial and demotivational can establish training programs that will provide employees with greater opportunity for personal professional develop-

*(continued on page 67)*

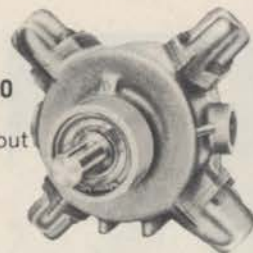
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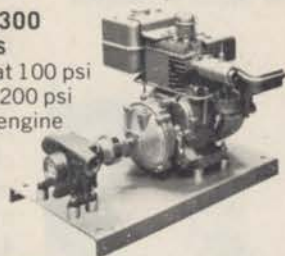
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Here is the 1975 Executive Committee of the Golf Course Superintendents Association of America: Left to right, back row, Theodore W. Woehrl, Oakland Hills Country Club, Birmingham, Mich.; L. D. Haines, Denver Country Club; Charles Baskin, Country Club of Waterbury, Conn.; Gordon Witteveen, Board of Trade Country Club, Woodridge, Ontario, Canada; Charles H. Tadge, Mayfield Country Club, South Euclid, Ohio; Richard W. Malpass, new vice president, Riverside Golf and Country Club, Portland, Ore.; front row, elvin B. Lucas, Jr., Garden City Golf Club, Garden City, N.Y.; Palmer Maples, Jr., the Standard Club, Atlanta, new president; and George Cleaver, Chestnut Ridge Country Club, Lutherville, Md.

### New Orleans Turfgrass Meeting

# GCSAA Show Attendance: 4,899



Ted Smith of Smithco



Peggy, left, and Bobbie Cleary of W.A. Cleary Corporation.



Down to business in the Hesston exhibit area.

ATTENDANCE at last month's International Turfgrass Conference and Show in New Orleans slipped somewhat lower than the 1974 sessions in Anaheim. This year's meeting (the annual big conference and show held by the Golf Course Superintendents Association of American) attracted 1,384 superintendents — up 134 from last year. Exhibitor attendance, though, was down 445 from last year. Attendance by the ladies was 107 better than in 1974. And overall total attendance including members, ladies, non-members, guests, one-day admissions and exhibitors reached, 4,899.

Despite the obvious pressures of inflation and budget squeezing back home, superintendents arrived in New Orleans with a bright outlook for a successful spring and summer season. The program worked heavily on the area of management — fast rising as the number one growth area for conferences and meetings.

Dr. Charles A. Lewis saw serious challenges in management which arise from a need to use human and financial resources effectively. He told conference delegates that super-

intendents need to keep updating skills and sensitivities in the area of people relations.

Lewis, who is chairman of the Recreation Education Department at Cortland State College, Cortland, New York, recounted the phrases "golf is a downright unhealthy game. Emotions can eat you alive. You're not supposed to yell, cuss, or throw clubs."

Indeed, for the players emotions do run high, Lewis said. and in many cases, the superintendent, in his unique and all-encompassing role, frequently becomes the scapegoat for everything from turf conditions to missed putts, etc.

Trends indicate that changes are occurring in golfer habits, in relationships between local and state associations, in ownership from private to public operations, and in small business practices and personnel management.

People relations, as Lewis said, are important in supervisory relationships between superintendents and the people who employ him, the people who work for and with him, and the golf-oriented public which uses the facilities under his care.

Dr. John Hall of the Univer-



John Kincaid of National Mower



Doris Watson of Hercules



The president of Jacobsen, F. W. Schneider

Maintaining an effective turf-care program often becomes a contest between you, nature and the budget. And professional turf-care managers know the value of having top quality, precision-built equipment in their line-up.

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# The turf-care line-up.



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In the Lofts exhibit, Peter Loft, left, and Dr. Fred Ledebøer greet visitors.



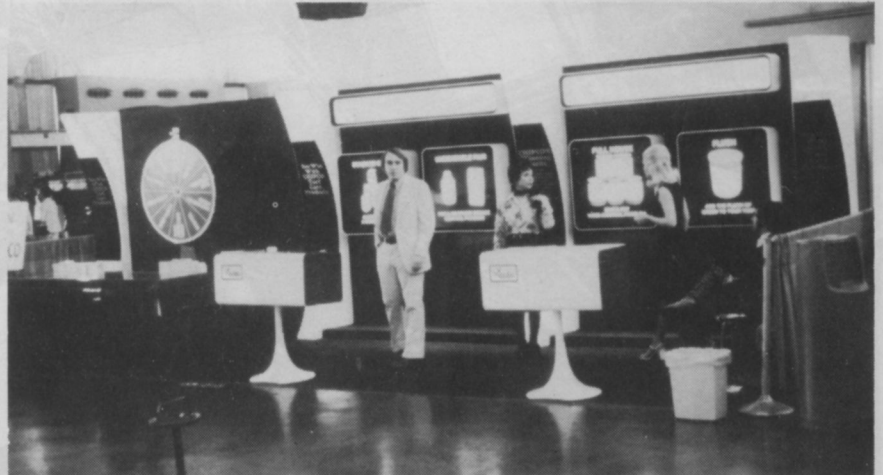
Abe Suleman, sales for western region of Excel Industries, Inc.



Toro's Jim Maloney talks with Gerald Brenneman.



Jackson Tyron, left, and Howard Kaermer of Northrup King.



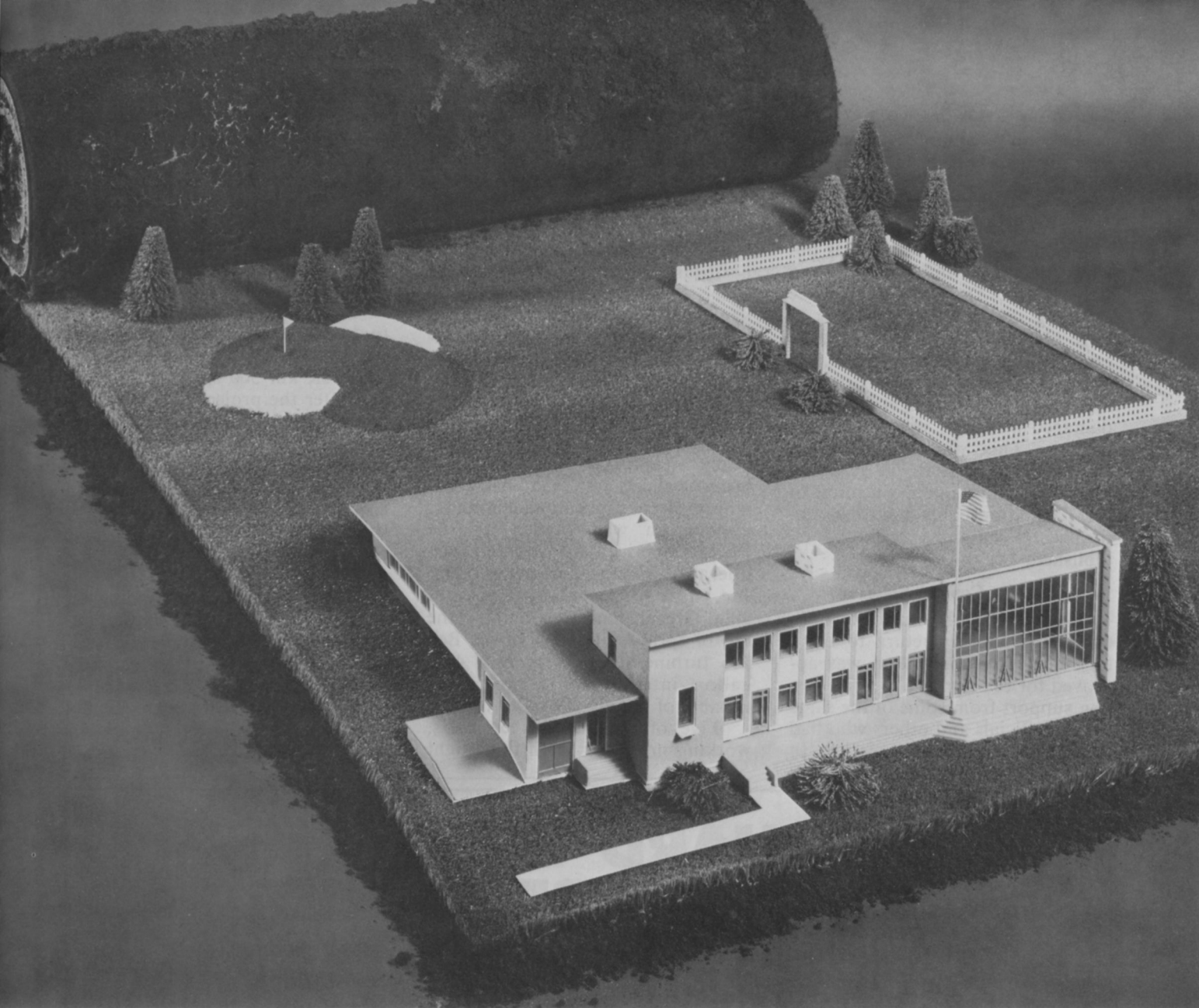
The Rhodia exhibit area.

sity of Maryland's agronomy department, placed the stress of his management talk on the management program for turfgrass.

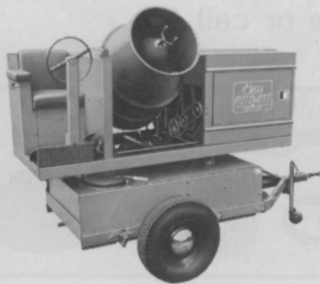
The spiderweb of turfgrass management, he said, means the intricacies of turfgrass management are tied together much as the strands of a spiderweb are inexorably tied to one another. Each management practice influences the others and the goal of all students of turf is to completely understand the impact of any management practice upon all others. Hardin's law emphatically states: "There is no single effect." As our management programs are developed involving mowing, fertilization, irrigation, cultivation and pest control we must constantly strive to increase our understanding of how turfgrass reacts to our management program.

No management factor can be used in the program without influencing other management factors, Hall said. The nitrogen level which is selected influences proper mowing height and frequency, irrigation requirements and insect and disease populations. The turfgrass plant's reactions to the management program is critical because the management response influences all other management factors.

Nearly 150 exhibitors set up their wares in the 100,000 sq. ft. Rivergate exhibit hall.



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## AERIAL WAR (from page 17)

In the meantime, action was urgently needed to head off the disaster in the West and to at least buy more time in the East where the gypsy population explosions were far outpacing the collapses. It was obvious that 1974 would be crucial on both coasts. Tussock blights were affecting up to a million acres in huge blocks of prime timber. In an era of rising timber economics, one of the large private landowners was reporting timber destroyed or damaged in stands worth over \$10 million. This was all the more frustrating because it was generally known that just one application of DDT could probably halt losses until natural solutions could be established.

### Tussock Control Solution

To combat the tussock moth crisis, a temporary return to DDT for one year's application was approved for the summer of 1974, getting support from some of the same elected officials and others who had pushed for the DDT ban earlier. In

the worst infestations it was agreed that only a kill of from 95 to 99 percent would stop the tussock, and only DDT could do it.

The time frame was critical for that kind of result. Over 400,000 acres in southeastern Washington, northeastern Oregon and western Idaho had to be sprayed within a few days of the insect's hatching, which occurs at varying times depending on elevation and temperatures in each area.

### Helicopter Fleet

Teamed with the DDT emergency weapon, a fleet of larger, faster helicopters than had previously been conventional in aerial application was chosen by the Forest Service. Charter aircraft operator Evergreen Helicopters, Inc. headquartered in McMinnville, Oregon had been refining the use of spray equipment on its Bell 205 turbine ships, carrying a 400-gallon internal spray tank, and capable of speeds above 90 mph.

Five of these Evergreen 205's, working in concert with three light

helicopters were programmed and re-programmed by the company's application specialists according to the hatching periods in each stand.

Elaborate control systems governed the project throughout, and following its completion on July 21, the more than 150 monitors were unable to find one fish, fowl, rodent or other wildlife casualty. In order to determine exact chemical concentrations in the wildlife biologists did, however, kill 500 specimens before and after the project.

For the large, widespread plots of the tussock application, the larger helicopter used by Evergreen was not only more effective but also economically competitive with small ships with much lower per-hour operating costs. Able to reach production rates of between 1000 to 1400 acres per hour depending on conditions, the Bell 205 could handle the work of five smaller helicopters, and at the same time permit a drastic reduction in the cost of chase ships required; there were simply fewer application aircraft to chase.

(continued)

# HARD·WARE to trim HARD·WOOD

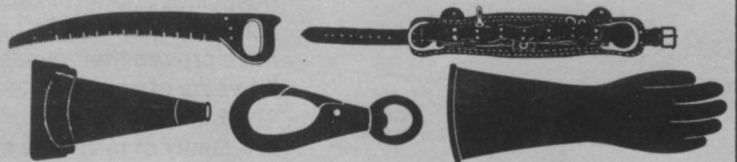
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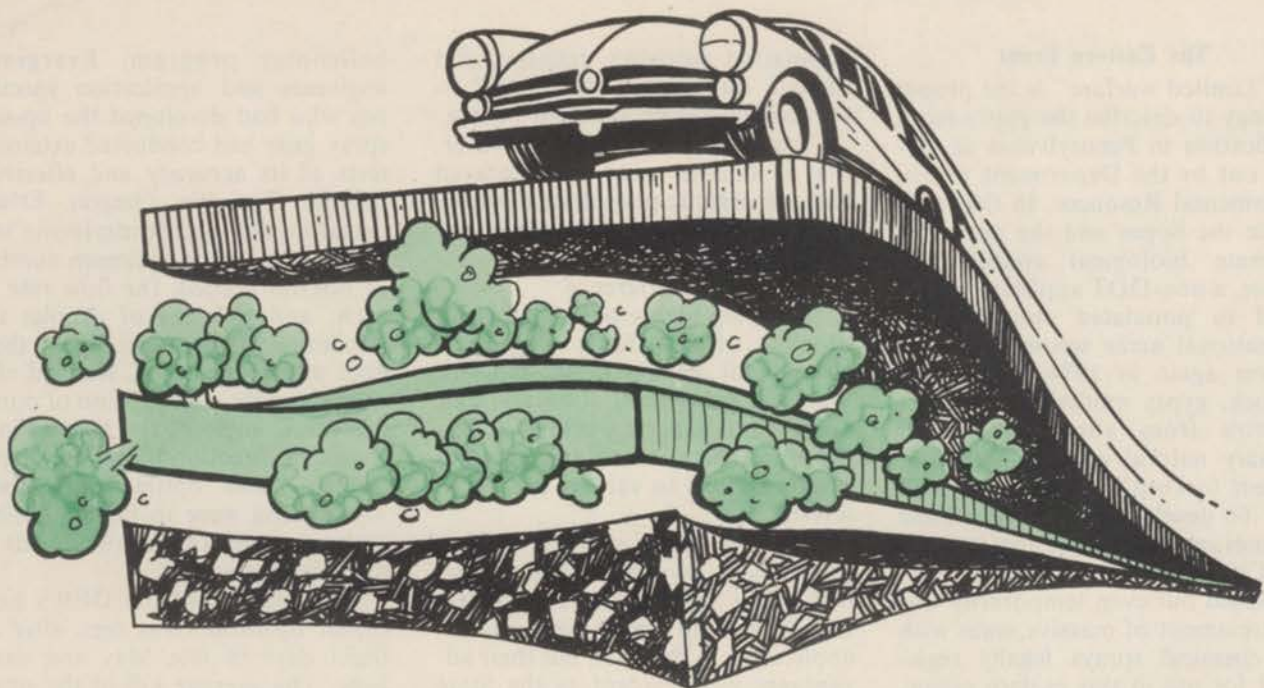
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## The Eastern Front

"Limited warfare" is the proper analogy to describe the gypsy moth application in Pennsylvania as carried out by the Department of Environmental Resources. In that area where the hopes and the needs for ultimate biological control are higher, a non-DDT application confined to populated and high-use recreational areas seemed the only answer again in 1974. Unlike the tussock, gypsy moths came to this country from abroad, so their primary natural enemies were not present to keep it under some control. To develop and establish these enemies in the U. S. is now government's number one objective.

Ruled out even temporarily was the treatment of massive areas with the chemical sprays legally registered for use in this eastern sector. They would provide only a 90 percent or less kill with one application, and when large, contiguous land areas are treated, the surviving gypsies will re-populate to destructive levels in two to three years. With plenty of food to eat, the gypsy

population wouldn't collapse, and today's one "natural" control — that collapse cycle — might be lost.

Experience showed, however, that if smaller areas were sprayed with an organic phosphate (Dylox), residents and trees of each block would get relief from the moth without collapse interference.

Spraying highly populated small blocks, often widely dispersed throughout Pennsylvania, required a multi-talented team of county, state and federal experts working with a list of realistic controls and a plan of responsiveness to varying public interests.

And, as in the western tussock program, it favored a fleet of big, fast spray helicopters. Helicopters this large had never operated as applicators in the East, but their advantages were evident as the State contemplated doubling 1973's treatment area. Although the blocks to be sprayed varied from large to small, the distance between them was often extensive. Thus ferry speed and the Evergreen 205's 400-gallon tank capacity were important, while its maneuverability and precision for the carefully delineated blocks were essential.

Two Evergreen 205's, and one of the company's small Hiller 12E's for flexibility made the team. These ships treated with Dylox some 71,000 acres in Pennsylvania. Evergreen also provided two fixed wing airplanes for application of the bacteriological spray Bt (*Bacillus thuringiensis*), which was used around infested reservoir sites in the sections of the State. The Bt was carried by two Grumman TBM's and a Piper Pawnee, and was applied in two treatments for each of 48,000 acres.

Although the Dylox was proven harmless to every form of wildlife except the gypsy moth and a few other insect species, care was taken by the Department of Environmental Resources to both inform the public and to restrict spraying to closely specified and approved boundaries. The Dylox used was a special Chemagro formulation to assure a perfect balance between kill and avoidance of damage to such surfaces as car paint, etc. To monitor this balance result, company representatives were stationed there most of the time.

Before activating the large 205

helicopter program, Evergreen engineers and application specialists who had developed the up-size spray gear had conducted extensive tests of its accuracy and effectiveness in Corvallis, Oregon. Established in that pre-Pennsylvania test program were the optimum number of nozzles needed, the flow rate of each, and the size of droplet for minimum effect from drift, thermals and evaporation. Refined also were the right combination of pump pressures, angle of the nozzles into the flight direction to obtain proper "shear," and optimum airspeed. The criteria were to be compatible with an application of two-thirds of a gallon per acre.

The success of the DER's helicopter operation was seen after 21 flight days in late May and early June. The average kill in the single Dylox application achieved or exceeded expectations. Unlike the western tussock suppression, where control was complete and widespread enough to preclude major spray programs in the foreseeable future, the gypsy battle will continue this year and until the ultimate biological weapon is established. In the meantime, it's evident that an interim control strategy has been updated and refined which can be depended upon for temporary relief of local congestion. □

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