



## Beautiful turf is no accident. Make it happen with Acti-dione® 4-season disease control

The old saying that beauty is more than skin-deep is nowhere more applicable than on a golf course. Beautiful turf will not retain its beauty unless it remains healthy. In addition to normal wear and tear from golf play and stress from variable weather conditions, fungi are an ever-present health threat to turf. There's little you can do about golf play and weather, but you can control fungal diseases. An effective, economical way to combat fungal growth all year long is to use Acti-dione® Thiram and Acti-dione TGF® in a four-season disease control program. With fungi out of the way, turf has a better chance to grow strong and healthy — to resist weed infestation, to bounce back from injury and to survive adverse weather conditions. See your TUCO distributor today for complete information and assistance in planning a four-season disease control program with Acti-dione turf fungicides.



**Use Proxol\* 8OSP to help prevent insect damage**

**TUCO**

Division of The Upjohn Company, Kalamazoo, Michigan 49001

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### In Spring, watch out for Leaf Spot

The same conditions that promote spring growth can open the door to leaf spot, dollar spot and melting-out. For best results, apply Acti-dione TGF every 7 to 10 days, starting right after the first mowing.

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**NITROFORM**  
organic nitrogen



The odorless organic nitrogen. Has predictable performance, too. Try it.

Turf and Horticultural Products, Synthetics Dept.  
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ment Division employees and will enable the manufacturing department to reach its desired efficiency objective. The improved efficiencies should result in better quality control, the expanded production of higher quality products at competitive prices and the addition of several new product lines.

"Added space for advanced engineering, research and development is another benefit of the move. A drafting department and indoor field test stand have been added, giving the division a greater capacity to

develop new and innovative grounds maintenance equipment," Howard said.

"The Hesston Lawn Equipment Division also has added a well-equipped fabrication shop which further improved quality control and eliminated long lead times of formerly purchased parts. Warehouse facilities have been consolidated and the service parts department has been greatly expanded, resulting in the increased efficiency of shipping and receiving," Howard said.

(more news on page 64)



This new Hesston Lawn Equipment Division facility more than triples the division's production capacity and office space.

**BUILT LIKE A ROCK**  
...Only Stronger!



"Buntun lawn-turf equipment is built to take a beating... it's tough! It's built to cut grass, even in the hard to get to places. Even a shove off the back of a truck can't damage the heavy-duty 12 gauge steel frame and cutter housing." So listen to Rocky Graziano... send for more information today... with Buntun, you can't lose! Available from 8-inch to 52-inch cut.



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\*Other Models to 5,000 lbs.



**The Hydraulic Elevating Trailer**

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WEEDS TREES and TURF

# —People on the Move—

Diamond Shamrock Corp. announced the following organization changes: **W. H. Bricker**, elected president and will continue as Chief operating officer; **C. A. Cash**, elected chairman of the board succeeding **James A. Hughes**, who was elected chairman, finance committee.

\* \* \*

**Ken Weill**, appointed service development manager, Jacobsen Manufacturing Co. **Phil Taylor** promoted to service manager, turf products, replacing Weill.

\* \* \*

**J. Paul Blake**, appointed manager of public relations, The Toro Co.

\* \* \*

**Dr. Paul Alexander**, named chief agronomist for Goltra, Inc., subsidiary of the C. B. Dolge, Co.

\* \* \*

**F. Leon Herron, Jr.**, appointed chairman and chief executive officer, O. M. Scott & Sons Co.; **Maurice Decoster**, became Scott's president and chief operating officer.

\* \* \*

**K. Thomas Bloom**, appointed director of manufacturing for chlor-alkali and consumer products operations of the Chemicals Group of Olin Corp.

\* \* \*

**Ted I. Axland**, named U.S. sales manager, Gulf Crop Protection Products Dept., Gulf Oil Chemicals Co.

\* \* \*

**Sam H. Patmon**, appointed Pacific Southwest sales manager for Weather-matic Irrigation, Telsco Industries.

\* \* \*

Agricultural Chemicals Div. of ICI United States, Inc. announced three appointments: **Janice Rudolph**, technical literature coordinator; **Roger Couture**, plant physiologist; **Charles Shirar**, technical sales representative.

\* \* \*

**Rodney Tochiara**, appointed territory sales manager, Cal-Turf, Inc., for the Los Angeles area.

\* \* \*

**Paul S. Murphy**, joined Freeport Minerals Co. as assistant to the vice president, corporate development.

\* \* \*

**Dr. Richard C. Back**, appointed corporate development fellow of Union Carbide Corp. in recognition of his technical achievements.

\* \* \*

J I Case announced corporate promotions: **Edward J. Campbell**, group vice president, North America; **Jerome K. Green**, senior vice president, finance and corporate planning; **James J. Gill**, vice president and general manager, Agricultural Equipment Div.; **David H. Abbott**, vice president and general manager, Construction Equipment Div.

\* \* \*

**Albert D. Epperly**, named manager of U.S. chemical industry sales for The Foxboro Co.

\* \* \*

**James C. Hendricks**, appointed vice president, marketing and sales, M-B Corp.

MARCH 1975

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for less  
than . . .



**Warren's®  
A-20**

KENTUCKY BLUEGRASS  
SOD AND SOD PLUGS

A-20 is rated first in disease resistance and recovers fast from injury because of its vigorous rhizome growth. A-20 will do well in up to 50% shade.

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SOD, SOD PLUGS  
& SEED

A-34 should be considered where shade is a problem together with areas of full sunlight. A-34 will thrive in up to 65% shade and grows vigorously in full sunlight.

**A-20 AND A-34 ARE  
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COAST TO COAST**

University ratings on A-20 and A-34, descriptive literature, prominent job site list and nursery locations are available upon request.

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We sincerely recommend you use Warren's Lawn Food. It is the same lawn food used to produce Warren's highly rated grasses.

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**LIMB.** Solve all your yard-debris problems with one 8 h.p. machine. Limbs and brush fed into its rear hopper are sliced into chips and neatly bagged. Leaves and vines placed in the other hopper are shredded into useful mulch or compost material.



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### NEWS (continued)

#### ProTurf Introduces Blends For Winter Overseeding Use

The ProTurf Division of O. M. Scott & Sons, headquartered in Marysville, Ohio, has introduced two new seed blends specially designed for use in winter overseeding. The announcement was made by Dick Spitler, ProTurf's southern regional manager.

According to Spitler, the new blends are named WinterGreen I and WinterGreen II. WinterGreen I is a blend of Manhattan and Penn-fine perennial ryegrasses and Victa Kentucky bluegrass. WinterGreen II is a blend of Highlight fescue, *Poa trivialis* and Seaside bentgrass. Both blends are reported to be better than 99.9 percent weed-free.

Spitler said the new overseeding blends were developed and tested at Scotts' two southern research field stations (in Florida and Texas) and on several golf courses throughout the South. Both blends are available through ProTurf technical representatives in the South.

#### Missouri Foresters Studying Causes of Wood Separation

Foresters in Columbia, Mo., are looking "inside" wood to see if they can eliminate some of those defects that might "shake" Missouri's walnut prominence.

"Shake" is the word given to those separations in wood caused by anything in the tree's environment from a logging injury to an over-zealous sapsucker. And they can be quite serious, since Missouri ranks first in the nation in walnut lumber, production of walnut gunstocks, the processing of walnut meats, and the growing of young walnut trees. The state also ranks high in the production of walnut novelties and veneer.

To discover the cause and cure of walnut defects, University of Missouri-Columbia (UMC) scientists now have their own drying kiln on campus in which over 1,000 potential gunstocks (blanks) are being monitored.

A "blank" is a piece of wood cut in the general shape of a gunstock. It is about three inches thick and its ends have been dipped in wax so they don't dry out faster than the rest of the blank in the kiln where

they are seasoned for up to six months.

"If we can identify the cause of the checks and shakes in the wood, we should be able to improve walnut quality," said E. Allen McGinnes, UMC forestry researcher.

"For example, some of the defects may be coming from poor soil quality. If that's the case, we could amend the soil or otherwise change it to correct the problem," he said.

McGinnes and John Phelps, research associate, are also examining the fundamental properties of the walnut to see why it behaves the way it does.

"Wood separation occurs in living trees," said Phelps. "It's usually caused by some sort of injury."

The unknowing "culprits" are often loggers, hunters and birds. Of the birds, the sapsucker would probably be rated public enemy number one because of its fondness for sap and insects on walnut trees.

To study wood damage, Phelps soaks the wood in boiling water to soften it. Then he cuts an area

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WEEDS TREES and TURF

around the shake and looks at it under a microscope. Using different stains to enhance the cellulose and lignin in the wood so he can see things better, Phelps magnifies wood cells up to 2,000 times to learn the difference between normal and abnormal cells.

"Once we learn the cause of these abnormalities," he said, "we'll be able to suggest preventive measures, in logging, for example."

McGinnes said the UMC research could have a big impact on the Missouri walnut industry. "Everyone gains when we can keep walnut trees in shape," he said. "That eliminates a lot of waste and faulty products."

It could even mean more veneer trees — the ones that make a perfect log that can be thinly sliced and used for fine-crafted furniture.

"Everyone hopes he has one of those valuable trees in his backyard," McGinnes said. "The truth is, though, there are a lot more \$10 trees than there are \$10,000 ones."

### FMC Division To Sponsor Display Contest for Dealers

FMC Corporation's Outdoor Power Equipment Division, located in Port Washington, Wis., has announced plans for a dealer display contest for the 1975 selling season. The division manufactures the Bolens line of lawn and garden equipment.

To be eligible for the contest, dealers must display a minimum of five 1975 Bolens products. The dealers will be using materials available from the division. Judging for the contest will be done by an independent agency during a period from April 1 to June 1.

Participating North American dealers will be competing for awards for the most attractive, informative and effective displays of Bolens products. Over \$5,000 in prizes will be awarded, and all participants will receive a set of Bolens glassware.

### New Publication Announced By Shade Tree Conference

Green Industry treemen now have a new publication available to them — the *Journal of Arboriculture*.

Published by the International Shade Tree Conference (ISTC), the monthly Journal will contain educational, technical and scientific papers of value to those who select, establish and maintain shade and ornamental trees.

The ISTC is not new to the field of publishing arboricultural information. They have published *Arborist's News* for 458 consecutive

months and the proceedings of their annual meeting for 45 consecutive years. Both of these publications are replaced by the *Journal of Arboriculture*.

The Journal is available by subscription to individuals or libraries. Interested in obtaining the magazine? Contact E. C. Bundy, ISTC, P.O. Box 71, Urbana, Ill. 61801.

## Now, Exhalt800 Prolongs Pesticide Effectiveness; Exhalt4-10 Stops Excessive Moisture Loss.

You need both new Exhalt products to keep your turf and plants in top condition all year long.

**Exhalt 800 Sticker-Extender.** Even if it rains in an hour, you still get full extender activity, full pesticide effectiveness. Encapsulates and holds pesticides on turf or plant foliage; stops wash-off and weather erosion. Even flexes with leaf growth for longer action! And it reduces pesticide build-up in the soil.

**Exhalt 4-10 Anti-Transpirant.** Extends transplanting season, even

during active growing weather.

Minimizes effects of summer droughts, high temperatures and drying winds. Keeps grass in better condition! You don't have to agitate it during use, so you save time.

Both are simple to use. Both formulated for economical dilution ratios. Both mix with water—and you need only water to clean equipment. With Exhalt, messy clean-ups become a thing of the past.

Find out more. Write for our literature. Distributor inquiries welcome.



**Exhalt**

800 Sticker-Extender 4-10 Anti-Transpirant for plants and turf



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In addition, all of our rotary cutters feature safety devices to protect the tractor and cutter drive trains.

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And Servis is the only line of equipment that offers you an



option of blade carriers on rotary cutters. The Cyclone (dishpan type) for cutting up to 3" brush. And the Gyro ("A" frame type) for cutting heavy 4" brush.

Of course, this is only part of our story. The point is that Servis builds a complete line of equipment with one simple idea in mind. To be the best.

So whether you've got 4" brush to cut, stalks to shred, ditches to dig, soil to move or land to level, see your Servis dealer. He's got the equipment you need.

For more information about the Servis line, contact your nearest authorized Servis dealer, or write: Austin Products, Inc. Dept. 2-75 S, P.O. Box 1590, Dallas, Texas 75221.

**SERVIS**

**We build equipment the way we do because you wouldn't settle for less.**



AUSTIN PRODUCTS, INC. An Austin Industries Company

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## MOTIVATION (from page 23)

ment than can be offered in large organizations. Employees may be trained in a profession rather than for a specific job. It can enhance an employee's self-esteem and develop pride in work performance — a satisfaction seldom achieved by employees in organizations.

The effect of training programs on the ego and creative needs of employees is immeasurable. Training not only provides employees with a greater creative potential, it will enable them to better direct and articulate their present capabilities. If the training can be offered in a social context, (conferences, seminars, etc.), the social need of employees will be enhanced. To many employees, a training program is management's way of investing in the future of both the employee and the organization, and it integrates the goals of both the organization and its people.

There are a variety of training programs, techniques and methods. Management should evaluate and choose those that will provide the greatest benefit to the organization and its people.

### Performance Evaluation

In all organizations, public and private, some form of reward should be available for distribution to employees. If the company is achieving any degree of success in its annual operation, employees should share in the success. Management should try to reward employees for past performance and to provide an incentive for future performance.

An increase in salary or fringe benefits will satisfy the physiological and safety needs of employees and may be important as ego need satisfiers. For the employee monetary and non-monetary recognition for effort does much for both aspects of the ego need.

In every salary increase management should inject and publicize some element of rewards based on merit (individual contributions to the achievement of organizational objectives). However, there may be times when the dollar amounts devoted to merit should be balanced with other factors. During the past five years inflation has eroded the real income of employees. If amounts available for distribution

in salary increments are sufficient, workers should be given a cost-of-living increment and, if available, a portion set aside for merit increases. The publicizing of individual merit performance may be as important to some individuals as the dollar increase itself. However, for others a quiet, non-publicized word of appreciation may outweigh the money value of a salary increment. It is so common in organizations for

management not to tell their subordinates that they are doing well that an employee could be with a firm for years and never know if his contribution is considered adequate or appreciated.

If funds are not available for salary increments, non-monetary rewards should be used to recognize individual and collective performance. There are many rewards that should be considered. Rewards that

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IDEALLY SUITED FOR COMMERCIAL OR RESIDENTIAL TURF WORK.

The Reinco TM7-30 is a "lawn-a-minute" work horse that blows mulch a distance of up to 60 feet.

Its unique straight-through drive eliminates power-robbing belts, chains, and gears. But most important of all, the TM7-30 cuts labor expenses as much as 5000% over hand shaking. Check out all the other advantages like low maintenance and versatility. You'll find the Reinco TM7-30 a real profit maker.

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Add mulch, seed, fertilizer plus a soil binder such as Terra Tack to the circulating water to form a homogenous slurry. . . then spray . . . that's all there is to it. Spray on all the ingredients necessary for good turf—all in one easy operation. Check out the time. . . you'll be surprised. For further information write to:

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organic nitrogen

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will satisfy the social, ego and creative needs of employees. For example, there may be no substitute for a simple pat on the back and a sincere word of appreciation for a job well done.

**Status Symbols**

Status symbols are evidence of man's ego need in the organization. So important are these seemingly unimportant things that they should be carefully determined and considered. I have seen highly educated and responsible executives literally worry themselves sick over their status because an administrative peer in another department may have four square feet more of office space, rugs on his floor, windows on two sides of his office, or newer office furniture. I have observed officials in high and low positions pull strings, apply pressure, deviously plan, cojole, beg and threaten others in an attempt to receive a more favorable office location, better equipment, a reserved parking space, a certain secretary, a higher

place in the organizational pecking order, a rewrite of their position descriptions to reflect a greater importance of their position, mahogany desk (versus metal) and many other seemingly insignificant things. But insignificant they aren't, for they reflect the reputation and influence of the manager in the organization.

Lest the reader misunderstand, the author does not ridicule or discourage the striving of organization personnel to acquire status symbols. Quite the contrary, these status symbols are a part of the things we aspire for in every organization. They are the little things that we feel enhance our reputations in the organization and hope that others recognize our importance for acquiring them. To eliminate them or reduce their importance as unnecessary or undesirable is to prevent the employee from achieving his aspirations. Certainly their importance can be over-emphasized but properly used they can become strong motivating factors and non-



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*The brush cutter that has no equal.*

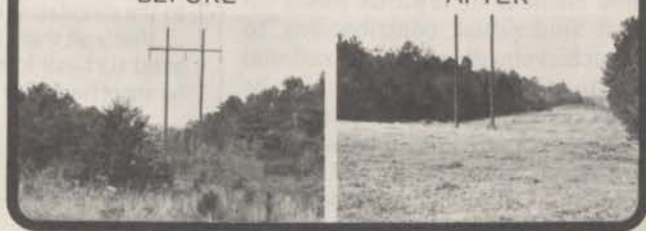
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*Patuk C. Fitzsimons*



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## PERENNIAL RYEGRASS

- GREAT FOR HARD USE AREAS
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- FINE TEXTURED—BLENDS WELL WITH OTHER GRASSES

Manhattan Perennial Ryegrass was selected and developed by Dr. C. Reed Funk, Rutgers University. Manhattan develops a uniform dark green leafy, dense turf with leaf blades as fine as many Kentucky bluegrasses.



Pat Fitzsimons, in winning the Glen Campbell Los Angeles Open at Riviera CC, Calif., Feb. 20-23, set a new course record of 64 for a single round and tied Ben Hogan's record for this event. Fitz, above, tees off on the No. 1 Manhattan tee at Salem Golf Club course, Salem, Ore., where he previously tied the world record score of 58 on a 6,000 yard course.

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- stimulates growth of new bark
- apply with brush or spray; produces a black, tough, elastic, quick-drying coating.
- excludes moisture; stops rot; prevents evaporation of sap
- may be used in any season

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Ship gallons (4 per case) @ **\$5.40 each**

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Prices f.o.b. Boston less normal trade discounts

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70

monetary need satisfiers in the organization environment.

For small firms without facilities or funds to provide costly status symbols there are other little techniques that can be used. For example, job titles are important to people regardless of position in the firm. With job titles management can provide considerable status while establishing opportunity for progression in the organization. This can be done by written job classifications within jobs that will provide the aspiring employee with opportunity to advance in the organization. Also, as he progresses the job class title that he holds gives him ego satisfaction in the form of a talking point with friends in and out of the organization. Titles of jobs are important to the holder.

Another set of status symbols may relate to the claims on certain company resources or areas by employees. On certain jobs it may be an office, uniform, a personal locker, employee shower baths, parking spaces, tool chests or tool lockers, a piece of equipment or a building. This may be a part of the so-called territorial instinct of man to hold, protect and acquire security and status in one's territory or property.

Along with the above, management should consider the effect on the social and ego needs of employees that pleasant eating facilities, restrooms and lounges may have on employees. The social need satisfactions of employees may be enhanced if better facilities are provided in which to socialize. The author has known many employees, managerial and non-managerial, whose major complaint about the company was the lack of adequate or clean facilities in which to eat and socialize.

As it pertains to social need satisfactions, certain employees may be encouraged with little prodding to institute certain activities of a social nature on and off the job. Some employees derive considerable ego, social and creative need satisfactions by planning and organizing small birthday and anniversary parties, in addition to other events such as marriages, births, promotions, departures, holidays, deaths and emergencies. Management should avoid forcing participa-

tion by employees in company parties or events on or off the job. Nevertheless employees may be encouraged to establish a rapport that is conducive to the "happy family" syndrome. They are a happy family and they not only have fun but they take care of each other.

The reader should recognize that any or all of the social event type of activities may not be successful in some environments. The success of any motivational technique is dependent upon how well management is providing over-all need satisfaction in the work environment. In addition, it is possible that many management motivational techniques will not be successful simply because of the manner in which management offered them. A paternalistic or "big daddy" approach by management should be avoided for it turns employees off. The author has known and observed many work environments in which the attitudes and feelings of both management and employees toward each other were so negative that no single positive act on the part of either would change those negative attitudes. Only time and a positive attitude will eliminate or reduce the negativeness and suspicion that may



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