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# FMC

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our corporate philosophy, on how to run the business and how to approach customers. And I share with them how we did last year."

Doppel describes himself as "a very hands-off manager." As a consequence, he tries to hire and retain employees who can handle things themselves. For example, he treats each of his technicians as a kind of independent route manager. They have their own geographic areas and they're responsible for getting the work done and building those areas. "As long as the numbers are

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► Each department is organized as a team

► The ultimate team: production crews; "If they work well together, they are rewarded, which reinforces a team spirit."

Glover can measure the success of the teaming philosophy at L&L. "Since we put our executive team in place a few years ago, our revenues and profits have increased substantially."

#### Share the responsibility

Atwood LawnCare is a \$1.25-million company in Sterling Heights, MI. Its 18 employees serve approximately 5,000 single-family residential customers in Detroit's northeast suburbs, says owner/president Tim Doppel. Although his firm is small, it won the 1996 Environmental Improvement Award from the Professional Lawn Care Association of America.

"I've always believed in giving my employees as much rope as they can possibly use without hanging themselves," says Doppel.

"Right from the get-go, I tried to involve my people as much as possible in de-

cision making by giving them enough rein to do what I feel they know how to do."

Exactly what does that mean at Atwood? "I make sure that I inform my workers about what is going on with the business side of the company. For example, they know about the replacement plan for vehicles; they



Tim Doppel

know about the needs for office equipment; they know on a percentage basis how we're doing with sales and production," he explains.

This communication takes place informally, he says. "We're small enough I can do a tailgate thing, pull everybody together and say, 'I want you guys to know what's going on with this.' Each February, we actually go off-site to a conference room at a local hotel and spend a day just getting everybody on the same page. We talk about

good and going in the direction they're supposed to, I'll stay out of their way," he adds.

Interestingly, Doppel reports that not everybody is comfortable with this style of management. "Everybody's a self-starter when you interview them," he says. "But it becomes obvious very quickly whether or not it's true, and whether they're going to survive under the current system."

#### Share the burden

OneSource is a national service corporation, headquartered in Atlanta. Ronald Schmoyer serves as president of OneSource Landscape and Golf Services, the company's landscaping division (other divisions offer janitorial, HVAC, energy, pest control and staffing services). His division works from Pennsylvania to Florida, has revenues of \$45.5 million and 1,200 employees at peak season.

"This is not an individual sport," Schmoyer says when asked about teamwork. "In this business, we're only going to win as team players."

But how does he do it? "One of our biggest thrusts in 1999 is to develop a team

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**First Prize:** A trip for two to the big game in Atlanta next January. Includes two tickets, hotel accommodations, and airfare.

**Second Prizes:** 25 autographed official footballs.  
(Five awarded per month; see rules for details)

**Third Prizes:** 100 Swiss-style military knives.  
(Twenty awarded per month; see rules for details)

### 1. NO PURCHASE NECESSARY TO ENTER OR WIN.

2. Contest open only to legal residents of 50 United States and Washington, DC, who are 21 and older to whom this offer is addressed and who are responsible for purchasing FMC products for their business. Sponsor: FMC Corporation, 1735 Market Street, Philadelphia, PA 19103.

3. You are automatically entered when you purchase Talstar products and complete and return the attached card with your invoice. To enter without purchase, complete and return the attached card, checking-off the appropriate box (do not include an invoice). Sweepstakes begins 5/1/99 and ends 9/30/99. This sweepstakes includes one First Prize drawing and 5 monthly drawings to award the Second and Third Prizes. Monthly drawings will be conducted for entries received for May, June, July, August and September, 1999. To qualify for a given monthly drawing, your entry must be received by the last day of that month. Your entry will be included in the monthly drawing for which it was received, in subsequent monthly drawings (if applicable) and in the First Prize drawing. If no entries are received for a given monthly drawing, the next month's entries will be used to award the previous month's prizes. Incomplete entries are not eligible for drawing. Only one entry per person. Sponsor is not responsible for lost, late, damaged, illegible, misdirected, or postage due mail. All entries become the sponsor's property and will not be returned.

4. Random drawings will be conducted by an independent judging organization from among all eligible entries received. Judges' decisions are final. Monthly drawings will be conducted within 15 days of the end date of the month. The First Prize drawing will be conducted on or about 10/1/99. First Prize winner will be notified by overnight carrier and will be required to complete and return (via prepaid overnight carrier) an affidavit of eligibility/liability/publicity release which must be signed and received within 10 days of date printed on notification or an alternate winner will be selected at random. Travel companion to First Prize winner must also execute a liability/publicity release prior to travel. All other winners will be notified by first class mail. If a prize notification or prize is returned as undeliverable, the prize will be awarded to an alternate winner at random. Acceptance of prize constitutes permission (except where prohibited by law) to use winners' names, hometowns, prizes won, and likenesses for promotional purposes without additional compensation.

5. Prizes and their approximate retail values (ARV): 1 First Prize: Trip for two to Atlanta, Georgia. Includes: 3 nights double occupancy hotel accommodations, round trip coach airfare from/to closest major airport to winner's primary residence and two tickets to a football game (ARV: \$12,000). Actual value of trip prize depends on location of winner and fares at time of departure. Other incidentals and expenses not mentioned herein are not included and are the winner's responsibility. Trip prize winner must agree to travel on dates as specified by the sponsor or forfeit all rights to prize. If this is the case, an alternate winner will be selected at random. 25 Second Prizes (awarded 5 per month for five months as detailed in rule #3): Autograph Football (ARV: \$400 each). 100 Third Prizes (awarded 20 per month for five months as detailed in rule #3): Swiss-style military knife (ARV: \$10 each). Total ARV for all prizes: \$23,000. One prize per person with the exception of the First Prize which may be won in addition to any other prize. All taxes on prizes are the responsibility of the winners. Prizes are not transferable or redeemable for cash. No prize substitutions except by sponsor due to prize unavailability, in which case a prize of equal or greater value will be awarded. All prizes are guaranteed to be awarded and delivered to winners within approximately 60 days of drawings.

6. Employees of sponsor, its affiliates, subsidiaries, distributors and agencies and the immediate families of each are not eligible to enter. Odds of winning depend on total number of eligible entries received. Est. distribution of offer: 150,000. All federal, state and local laws and regulations apply. Void where prohibited by law.

7. Participating entrants agree to these rules and the decisions of the judges and FMC Corporation and release FMC Corporation from all claims or liability relating to their participation.

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approach with our sister corporation in the janitorial arena, to do cross-marketing of our customer bases," Schmoyer responds. "For that to work, we have to establish some good teamwork with our counterparts in other parts of the company."

And internally within his division?

"One of the things that has made us so successful is our structure," he continues. "Our district managers are responsible for the operation in a particular area. The structure promotes the entrepreneurial spirit — we really want the district managers to operate as if it's their own business and to develop their own team players."

"We want them to be making most of the decisions, but we also like to be the mentor to help them develop further. If one of them is working on an unusually large project, that's when I'd like them to raise their hand and say, 'We could use some assistance.' That's a team player. And then we'll help them."

Schmoyer's district managers share in the rewards in entrepreneurial fashion. "Over the last four years, we initiated incentive programs and we've been tweaking them as they go along. The district managers receive a fairly sizable bonus on a

## Strong teams = retention made easy

One of the best benefits of teaming is in recruiting, hiring and employee retention. All three of our featured landscape companies report good results:

▶ **Steve Glover of L&L Landscape Services Inc.:**

*"I think teaming makes it easier to recruit and hire. Our people go out and tell their friends and relatives about us. We don't have a problem at that level. And we have a very low turnover rate. If you were to compare our employee retention with comparable companies, we'd do very well."*

▶ **Hans Bleinberger of Chapel Valley Landscape:**

*"We find that recruiting and hiring are easier because of teamwork. One of the things we do as a company is recruiting incentives. We let the team know when we need a crewman or a foreman. Somebody will say, 'I've got a friend just getting out of college who's looking for a position.' If we hire the friend and he stays with us for 90 days, the employee who made the recommendation gets a financial reward. We also have really good stability with the team — we don't see much turnover."*

▶ **Ron Schmoyer of OneSource:**

*"We've never had a problem on a management level. But just like a fast food chain or a resort, we find that labor is a challenge. That's why we instituted some incentives. There's a sign-on bonus for new hourly employees and also a bonus for an employee who brings someone in (if that person stays for three months, the employee can make \$350)."*

quarterly basis. We're weighting it 60% on total revenue, 20% on new growth and then 20% what we call 'operating contribution,' which in some organizations would be called net profit."

OneSource teams coordinate through:

▶ Monthly senior management team (vice presidents, controller and human resources person) meetings

▶ Weekly conference calls with all district managers, followed by separate staff meetings with all district-level employees

▶ Semi-annual management meetings

Signs that the teamwork approach is succeeding include:

▶ Annual revenue has grown from about \$23 million to \$45.5 million in five years

▶ OneSource's parent organization in Atlanta is adopting the landscape/golf division's teaming tactics. **LM**

—The author is a freelance writer and frequent contributor based in Mendham, NJ.



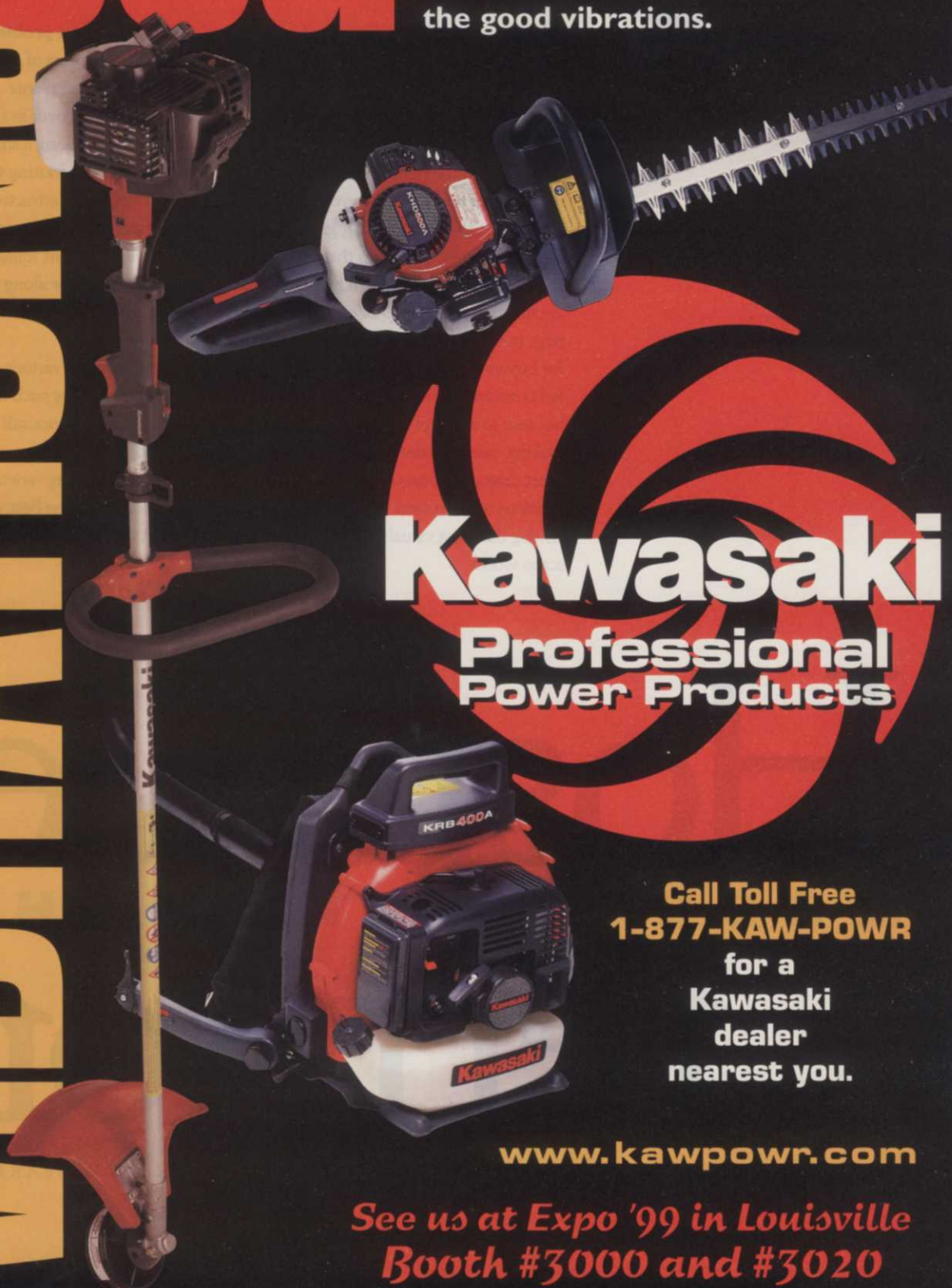
Successful companies make sure that front-line employees are part of the decision-making process. They can offer vital information about the products they use . . . and customers.



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*Hostas are a natural problem-solver in many landscapes and can be a valuable part of a low-maintenance design.*

*Do you know the best varieties?*

**B**ack in the 1600s, a gardening craze took over Europe. Everyone planted tulips — billions of them. Garden history books called it the period of Tulipmania.

We are in the middle (or just the beginning) of a period that may eventually be referred to as the age of hostas, grasses, daylilies and wildflowers. Nurseries that didn't offer any of these plants 10 (even five) years ago are now listing 10 or 15 of each, page after page in their catalogs, with few descriptions for buyers to make good choices. I think this fad is nursery driven, particularly the hostas, because so many of them make such a good looking, saleable container plant in such a short time (two years or less) from cuttings, divisions or from seed. Hosta stands tall among the most valuable genera in the landscape world.

#### **Sun and shade problem-solvers**

Through years of use, hostas can be used as:

- ▶ specimen plants
- ▶ ground cover in shade
- ▶ edging along a shady walk
- ▶ bold contrasting texture or color
- ▶ source of attractive bloom in the summer and early fall months

▶ light, bright foliage in a dark spot, around ponds or along stream banks (not in overly moisture retentive soils or standing water)

▶ as one of various architectural shapes (upright arching such as 'Sagae' or 'Krossa Regal' or tight mounds like 'Mount Royal' or 'Golden Tiara').

The following varieties are among what I consider to be the best, categorized by leaf and plant size, type of leaf and color of foliage.

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# Hosta-ile

## MADE FOR THE SHADE

# territory

By ANDREW SPARKS



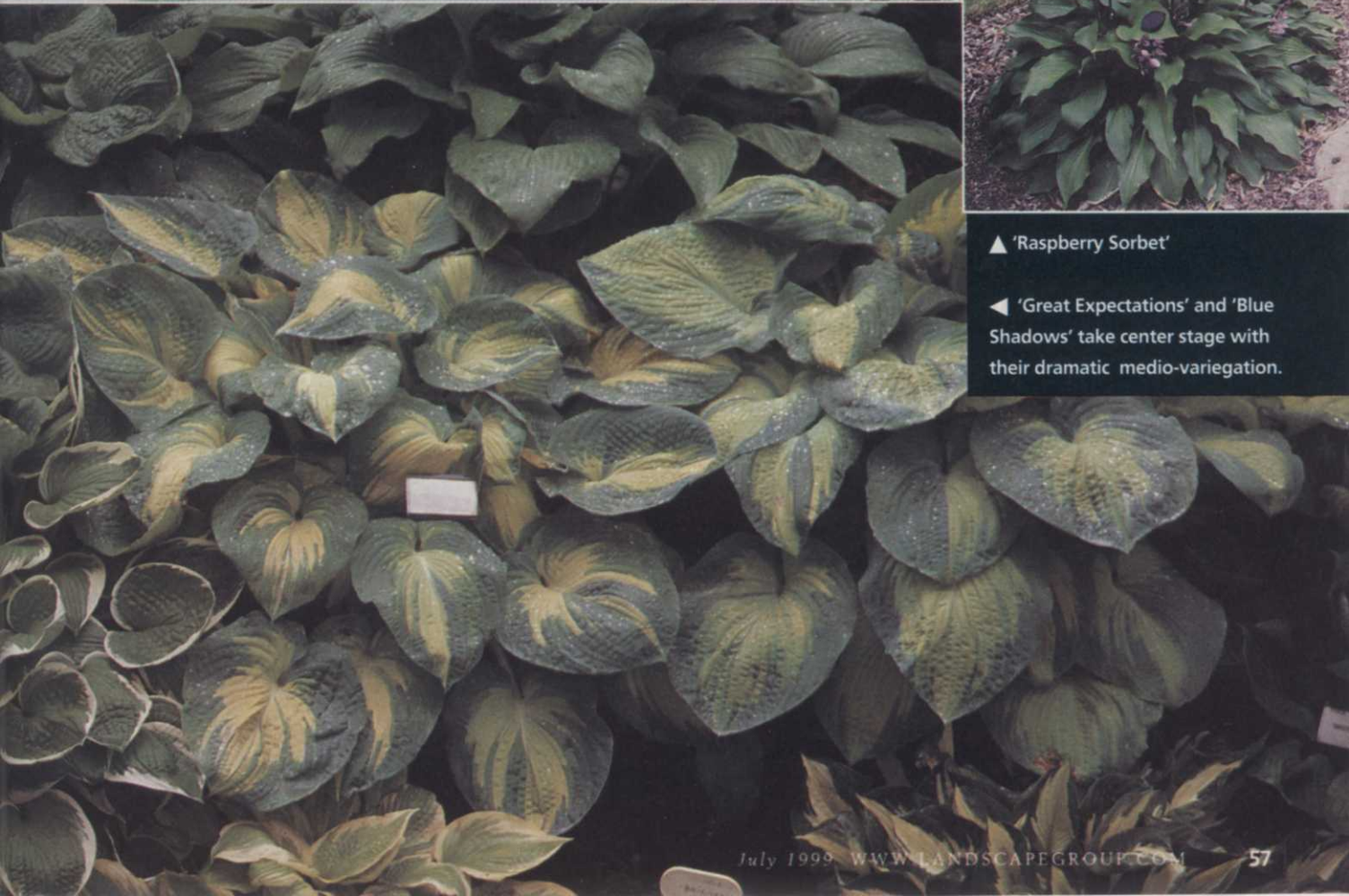


▲ A shaded garden, lush and green, filled with a variety of hostas.



▲ 'Raspberry Sorbet'

◀ 'Great Expectations' and 'Blue Shadows' take center stage with their dramatic medio-variegation.





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28 hp 928D<sup>2</sup> with heavy-duty 72-inch deck.

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**Dwarf/Miniature** — Leaves smaller than 3 in. by 3 in., plants develop into a 15-in. mound or less.

▶ *Hosta venusta* or 'Tiny Tears' — green leaves; less than 1.5-in. violet flowers early in July.

▶ *H. venusta* 'Variegata' — leaves have green margins and white centers.

▶ 'Golden Tiara' — heart-shaped, green leaves with gold to chartreuse margins; long-blooming, deep blue flower to 22-in. height in mid-July.

▶ 'Dorset Blue' — blue, round leaves with heavy slug resistant substance; 12-in. tall, white flowers in early August.

**Small** — leaves to 6 in., plants grow to 24-in. across.

▶ 'Raspberry Sorbert' — dark green leaves; very neat and uniform; bloom stems reddish, striking with the violet flowers; slug resistant.

▶ 'Ginko Craig' and 'Allan P. McConnell' — leaves have white margins, lanceolate leaves; 'Ginko Craig' is brighter, and has long-blooming flowers in August; 'Allan P. McConnell' is neater.

▶ 'Kabitan' and 'Lemon Lime' — bold, bright, lanceolate, chartreuse leaves; purple flowers to 18 in. in August; Lemon Lime easier to grow, more slug resistant; Kabitan is more dramatic.

▶ 'Gold Edger' — is similar, but with white flowers.

▶ 'Blue Cadet' and 'Blue Danube' — very blue heart-shaped leaves; light lavender flowers in July; slug resistant.

**Medium** — leaves to 10 in., plants to 36-in. across, 18 to 24-in. tall.

▶ 'Invincible' — shiny, dark green leaf; 3-inch fragrant flowers in August on 33-in. tall stems.

▶ 'Mount Royal' — similar to 'Invincible,' but with lighter green foliage and a tolerance of full sun; like 'Ginko Craig' mature plant has hundreds of flower stems.

▶ 'Blue Dimples,' 'Blue Wedgewood,' 'Halcyon' — white flowers; blue, heavy substance, slug-resistant foliage; 'Wedgewood' is larger; 'Halcyon' is smoother leafed; 'Dimples' is smallest.

▶ 'Gold Standard' — leaves golden with a narrow, bright dark green, irregular margin; can sun scald; pale lavender 18-in. flower stems.

▶ 'Patriot' — perhaps the best of the white margined Hostas; 1997 Hosta of the Year; very dramatic with lavender flowers; 'Francee' has narrower white margins.

▶ 'So Sweet' — white margined Hosta without as heavy a substance as 'Patriot'; very fragrant nearly white flowers; 3/4 sun.

**Large** — leaves to 18-in. long and 15-in. across, foliage clumps to 7 ft. across and larger.

▶ *H. plantaginea* 'Aphrodite' — average green leaves; double flowered, very fragrant on top of 30-in. tall stems in late August into September.

▶ 'Blue Angel' and *H. sieboldiana* 'Elegans' — very blue leaves; 'Angel' leaves pointed looking; 'Elegans' leaves broader and more tropical looking; flowers on 'Angel' to 44 in., blooming in mid-June into July; 'Elegans' reach 22 to 30 in. and are not impressive (I would cut them off).

▶ *H. fluctuans* 'Variegata' 'Sagae' — my favorite hosta; blue-green leaves with wide, creamy yellow margins that become more cream colored into the season; heavy slug resistant substance without heavy corrugation; upright vase shape makes it a unique specimen; 4-in. lavender flowers; 2000 Hosta of the Year.

▶ 'Krossa Regal' — bluish-gray foliage becoming gray-green in late summer; unique vase shape like 'Sagae'; lavender flowers on 5-ft. tall stems in August.

▶ 'Great Expectations' — irregular blue-green leaf with light yellow-cream center; perhaps the best of the large-leaved hostas with lighter color in the center; the brightness and the streakiness of the center make this an eye catcher; 30-in. flower stems do not enhance the look of the plant; slug resistant.

### They take time, like good wine

Hostas, like most other perennials, change and improve with age. These descriptions are for mature plants, but if what you buy doesn't match the description, don't be alarmed. It usually takes two years for leaf size to develop and five years for plant size. Margins will also increase over time. If it is vastly different, ask your supplier.

If the flowers are not of particular benefit to the appearance or design value of the plant, cut them off before opening. They will drop petals onto the leaves and may stick there, diminishing the foliage value significantly. Flowers are unimportant to 'Dorset Blue,' 'Blue Cadet,' 'Blue Danube,' 'Patriot,' 'Gold Standard,' *H. sieboldiana* 'Elegans' and 'Great Expectations.'

Other hostas should have their bloom stems removed following bloom fade and their leaves washed off. But watch out with the water — too hard a spray or too frequent watering can dilute the waxy gray and blueness of the foliage.

### Getting fast growth

In my experience, the quickest to reach their design size are 'Ginko Craig,' 'Lemon Lime,' 'Mount Royal,' 'Blue Angel,' 'Sagae' and 'So Sweet.' The slowest are 'Dorset Blue,' 'Kabitan' and 'Aphrodite.'

For rapid development of a hosta, dig a hole four times as wide and 1.5 times the depth of its container or root spread, backfill with a mix of 1/3 peat moss or leaf humus, 1/3 topsoil and 1/3 excavated soil from the hole. Set the plant at the height of the existing grade and mulch with 1 in. of shredded hardwood bark. Plant should be sited in 50% shade as full sun or shade are usually not conducive to hosta development or appearance.

Until the next time, hosta la vista, baby!

*The author is president of the landscape architecture firm, Andrew L. Sparks and Associates Inc., Garfield Heights, OH.*

