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Circle No. 123



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~~HEIGHTS~~ CLIMBED EVEREST, 1995

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CLOWNS



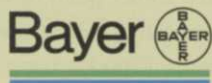
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industry almanac

NEWS YOU CAN USE

AGCO execs die in plane crash

DULUTH, GA — AGCO Corp.'s president and CEO, John Shumelda, and Ed Swingle, its senior vice president for sales and marketing, died in a plane crash at a Birmingham, England airport Jan. 4, 2002. The company said Robert J. Ratliff, executive chairman, will be assuming the additional responsibility of president & CEO on an interim basis.

Syngenta, Bayer resolve dispute

BASEL, SWITZERLAND — Syngenta AG and Bayer AG have reached an agreement on their intellectual property disputes in neonicotinoid chemistry. Under the agreement, Syngenta will pay Bayer \$120 million for full access to crop protection and related markets worldwide.

Florist Mutual becomes Hortica

EDWARDSVILLE, IL — Hortica is the new name of the company formerly known as Florists' Mutual Insurance Company. President and CEO Robert McClennan says the name change better reflects the broader market now being served by the company.

SePRO buys Dow's flurprimidol

CARMEL, IN — SePRO Corporation purchased the worldwide rights of flurprimidol plant growth regulator from Dow AgroSciences LLC. Flurprimidol is marketed under the trademarks Topflor, Cutless and Greenfield.

Student Career Days is big in '02

EAST PEORIA, IL — Representatives from almost 200 landscape companies will check out the cream of this year's crop of hort, turf and ag business students at the ALCA Student Career Days on the campus of Illinois Central College here March 21-24.

Last year's event, held at Colorado State University, attracted more than 700 students representing 48 schools. Organizers say that several new schools are sending students and as many as 800 participants — from two- and four-year institutions — will compare their skills in a series of 21 landscape-related competitions. Industry suppliers and landscape contracting firms sponsor the events, but the real action takes place at the concurrent Career Fair at the nearby Hotel P re Marquette. This year, ALCA carved out space for about 90 booths in the ballroom of the hotel, and by mid January only a few vacancies remained.

Another feature of the Student Career Days this year is an on-line resume posting and job openings listing service provided by GrowCareer.com. This service provides immediate access to information about the



About 800 students from U.S. two- and four-year colleges will compete for recognition and jobs at ALCA's Student Career Days in March.

students participating in the competitions. Sponsors and Career Fair participants will have special pre-event access to this on-line information to review resumes and biographical information to better match prospects to job openings and to decide whom to interview.

For more information, contact ALCA's Kirsten Combs at 800/395-2522, e-mail her at kirstencombs@alca.org or visit www.alca.org.

CLIPPINGS

Gowan acquires Rubigan

INDIANAPOLIS — Gowan Company, Yuma, AZ, and Margarita Internacional, Madeira, Portugal, announced on Jan. 23 that they are buying Rubigan fungicide and Magister insecticide from Dow AgroSciences LLC.

Professional turf managers are very familiar with Rubigan, a liquid broad-spectrum insecticide, used to prevent and cure dollar spot and other damaging diseases on turfgrass and ornamentals. Rubigan, active ingredient fenarimol, is also used to control *Poa annua* in overseeded warm-season turf.

Magister, active ingredient fenazaquin, is not currently registered and sold in the United States, but is used in over 25 other countries to control spider mites on several important fruit and vegetable crops, as well as ornamentals.

Gowan will market the products in the United States and Canada, Gowan de Mexico in Mexico and Margarita Internacional outside of North America.

National "Do Not Call" list proposed

WASHINGTON, D.C. — If you sell via telemarketing, you should be watching a senate bill to establish a national "Do Not Call" list. Senate bill 1881, sponsored by Senator Chris Dodd (D-CT) this past December, has been referred to the Committee on Commerce, Science & Transportation.

The bill, if passed, would require the Federal Trade Commission (FTC) to set up a national list maintained by states. Fourteen states have already established "Do Not Call" lists, and another six are implementing them.

Other provisions would reduce calling hours to 9 a.m.-9 p.m. and prohibit calls from 5 p.m.-7 p.m. Also, list brokers would be required to scrub their lists of consumers on the national list before selling them to telemar-

eters. Consumers who ask to be on the list will remain on it until they ask to be removed.

Landscape and lawn business owners tell *Landscape Management* that "Do Not Call" lists have not had an impact on their

sales in those states where they're in effect. Generally, consumers who ask to be placed on such lists aren't interested in buying products, any product, over the telephone, say the landscape pros.

RBI changes name

LITTLETON, CO — Landscape construction firm and golf course contractor Randall & Blake, Inc. (RBI) has changed its name to American Civil Constructors, Inc. RBI and San Francisco-based West Coast Bridge merged in 1999, but RBI continued to operate under its name.

"The reason we're doing it now is that we've acquired all these companies and we have so many names out there right now that we felt we needed to form one corporate identity," says Jody Randall, Marketing Manager.

Other major acquisitions the company's made since 1999 include Jack's Nursery, Slidell, LA, and Pavement Specialists, Inc., Roanoke, TX.

Rick Randall and Dave Ricciatiello of West Coast Bridge will continue to lead the company along with the support of CEO Bill Yearsley.

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Circle 131



Bobcat donates over \$200,000 to 9-11 victims and families

WEST FARGO, ND —

The Bobcat Company has donated \$208,300 to the American Red Cross in support of the 9-11 relief work.

Shortly after cleanup efforts in New York began, Bobcat immediately shipped additional units to area dealers, and the dealers supplied their customers with additional machines, maintenance supplies and attachments. Yet Bobcat wanted to do something more.

"Seeing images of the rescue on network television, and knowing Bobcat equipment owners were working at ground zero, made it all the more compelling to help," says Chuck Hoge, Bobcat's president and CEO.

Also, on Sept. 17th, Bobcat

began manufacturing a Spirit of America special edition skid-steer loader painted in patriotic colors. The company announced to its dealers that it would donate \$400 to the American Red

Cross for each special edition machine ordered, and gave local Bobcat distributors three days to place the orders. The company also announced additional donations of \$100 for other Bobcat loader models

ordered by September 30th. In all, more than 300 Spirit of America commemorative skid-steer loaders were ordered, plus an additional 883 units backed by the smaller contribution.

People & companies



The Toro Company named Mark Mullowney national finance manager.

Deere and Company announced the retirement of 30-year employee Kenneth L. Edwards. Edwards had been the director of marketing and sales for John Deere Golf & Turf since its inception in 1986.

Syngenta Corporation has given Bob Woods, chairman,

responsibility for Syngenta Crop Protection in NAFTA, which includes Syngenta Professional Products.

Lifestyle Landscaping, North



Ridgeville, OH, appointed Dan Wolfe multiple account manager.

Komatsu Zenoah America



hired Afshin Mehraban as assistant marketing manager for

its RedMax handheld power equipment.

Otterbine Barebo named Steve Blackshire southeast regional sales manager.

Aquatrols named Vic Swann national sales manager, Colleen Clifford marketing assistant, and Mark Cleveland territory manager.

FMC Corp. appointed Jim Walter turf & ornamental/general household pest segment manager.



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Circle 107

LandTek Group improves New York City soccer field

NEW YORK — LandTek Group of Amityville, NY, put a little bit of good back in lower Manhattan recently by renovating a full-size soccer field at New York City's East River Park in December.

When Mike Ryan, president of LandTek, and Marty Lyons, former New York Jets player who is now LandTek's sales and marketing director, were asked to do the work by representatives of the New York City Parks Department, they were happy to volunteer.

"It was a challenge we had to take on," says Ryan.

LandTek staff worked around the clock for six days

and finished in time for a party attended by many children and families who lost loved ones in the September 11th terrorist attacks.

Approximately 100,000 square feet of Edel Grass from Holland was installed by LandTek to replace dirt and rocks at the field, located at East 6th Street. Other companies fixed a dilapidated amphitheater in the park.

After artificial turf was laid down, recycled rubber pellets donated by Ford Motor Company were brushed in at an average of three lbs. per square foot.

A LandTek crew attached

sections of artificial turf 15 feet by 218 feet using seaming tape and glue. Edges were trimmed and secured, then workers brushed and fibrillated the surface, which made the blades into grass texture. Hundreds of passes were needed to make the fibers grass-like.

In the middle of the project, many of Marty Lyons' sports friends came to help. Former Met Buddy Harrelson was among those who drove machines that added rubber in-fill. Lending a hand were Joe Klecko, Bruce Harper

and Ken Schroy of the Jets, John Nitti of the Jets and Giants, and Mick Foley, "Mankind" of WWF fame. Others who helped out included Al Trautwig, sportscaster, Bobby Ojeda, former Met and coach of the Coney Island Cyclones, former boxing referee Randy Newman, private investigator and former NYPD Bo Dietl, and "Fireman Ed," a well-known Jets fan. The LandTek Group also had support from the New York City Police Department Football Team.

Surfin' Turf

Growing up, up, up



Slow and steady has been the name of the game for dot com Nursery Network, which survived the tech crash and is now expanding its offering of over 7,000 different varieties of

plants to East Coasters. "Our nurseries are primarily on the West Coast," explains Todd Wiseman, President of Nursery Network. "But East Coasters can find just about anything they're looking for too." Wiseman believes his site is more interactive and offers users more control than competing sites. Simply click on a plant and their system will tell you which growers have that material, the sizes they have it in, and their individual pricing. A Request For Bid system also allows users to post plant material they need, at which point any of over 120 growers can respond online with their best bid. A new bonus feature allows registered members to place unlimited ads on Nursery Network's newly opened classified ads page. Check it out at www.nurserynetwork.com.



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Circle 108

CREATING GOOD LEAD

Successful landscape pros share what they've learned about developing leaders in their operations

BY JASON STAHL /
MANAGING EDITOR

Every landscape and lawn company owner knows how difficult it is to find quality employees. It's even more difficult to find employees with good leadership skills or with the potential to develop into leaders. But finding those leaders is an integral part of running a business and ensuring its future success. The question then arises: Can leaders be created? If so, how, and what kind of system can be put in place to ensure leadership creation continually occurs?

Not impossible

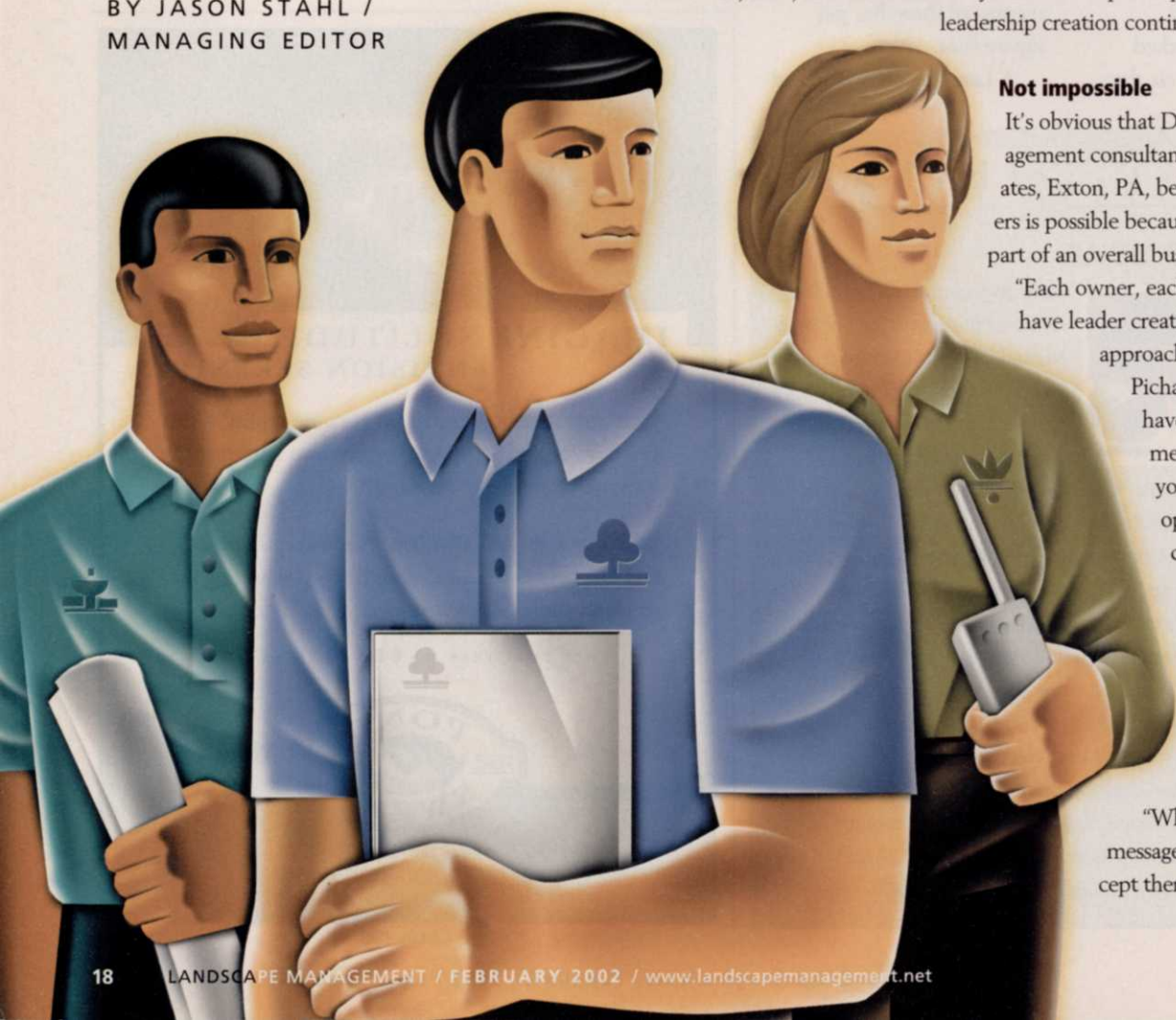
It's obvious that Daryl Pichan, management consultant with Kraft Associates, Exton, PA, believes creating leaders is possible because he espouses it as part of an overall business philosophy.

"Each owner, each manager must have leader creation as a fundamental approach of what you do,"

Pichan says. "If you don't have that as a fundamental approach, you're missing a huge opportunity in your company."

Pichan cautions, however, that acceptance of employees as they are, not how you want them to be, is also important.

"When people get the message that you don't accept them, they develop a



ERS

bad attitude, they leave, or they don't participate."

Another important thing to remember before going about leader creation, Pichan says, is that competencies don't equal capacity for leadership. "There is no correlation between being able to install properties properly and leading."

Pichan explains: "Who do we tend to promote to positions of leadership? Competent people. We tend to look at their competencies and say, 'They know how to run all of the equipment, so let's make them a leader.' Maybe that will work. It depends on the kind of coaching and training you're willing to give them. But if you're making all of your decisions based on their competencies as opposed to their capacity for leadership, my guess is that you're going to get yourself in trouble on occasion."

Gotta want it

Dan Standley, owner of Dan's Landscaping and Lawn Care, Terrytown, LA, takes it one step further by saying that not only does someone have to have the capacity for leadership, they have to want to lead.

"They have to be thirsty and want to drink the water," Standley says. "Otherwise, you're just wasting valuable time and money."

Standley's main strategy for creating leaders within his company is taking his employees to industry trade shows and exposing them to influential people and hoards of educational material. "I had a guy 13 years ago who walked to work and the only time he pushed a mower was in high school for his parents and now he's

Test time

When it comes to creating leaders in her crew, JoAnn Smallwood of Smallwood Design Group/Smallwood Landscape, Naples, FL, relies on professionals outside of her company to administer tests and training.

Specifically, Smallwood employs the services of Talent Plus, an international consulting firm that provides a selection and development system that fosters company growth by maximizing human resources. Part of the system involves a test to determine how likely it is that a certain person can become a leader.

"It determines whether or not a person has the base talent needed to grow them into a leader over time," Smallwood says. "It's definitely possible to mold someone into a leader. It's more about understanding people."

To gain that understanding, Smallwood relies on other tests such as the Myers-Briggs personality profile, and an instinctive drive test that indicates areas that complement an individual's personality.

For more information on Talent Plus and Myers-Briggs, visit www.talentplus.com and www.cpp-db.com.



Both Dan Standley (left) and Chris James believe the faster you can determine whether or not a person is a leader, the better.

a supervisor," he says. "A lot of it had to do with my involvement with him — providing him with education materials and doing a lot of hands-on activities with him, including mentoring."

Chris James, president of Chris James Landscaping and Snow & Ice Solutions, Midland Park,

NJ, echoes Standley's view that time is of the essence when it comes to creating leaders. "Some people will step up and become leaders, but others won't," James says. "The quicker you can make that assessment, the happier you'll be and the happier they'll be."

One of the things James looks at when trying to identify leaders is who steps up when someone is on vacation or sick. "It's when the foreman gives someone a little extra responsibility, and then afterward you assess how he or she did," he says.

Give them an opportunity

For those individuals you see growing into leadership, Pichan advises that you need to make the commitment to develop them into a leader.

"Commit to 30 minutes a week with them and do that for a month," Pichan says. "Take a look at how they're functioning and how they feel about their work. Do that individually and set an agenda by saying, 'I have specific things I want you to work on.'"

Dave Peabody, president of Peabody Landscape Construction, Columbus, OH, committed to making 26-year-old employee Joe Hivner a leader from the start. Peabody has developed close relationships with two local colleges, The Ohio State University and Columbus State University, by offering internships to students studying in the schools' landscape programs. This ensures that the recruits have the skills necessary to become leaders. Hivner was a recruit from Ohio State, and Peabody made him a crew leader right away.

"Within the first year he was pro-

Leaders should...

- Listen and understand well.
- Make decisions: Make a choice and act on it. Don't say, "I think." Be positive. You need to know what you want and where you want to go.
- Follow through: If you're a leader and you say you're going to do something, do it.
- Be failure functional: The ability to see failure as not fatal and to keep moving ahead.
- Have life zest: Have an energy and vibrancy for life.
- Have vision: for your job and company.
- Be focused.
- Have emotional wisdom.
- Have positive self-regard: Recognize your strengths and compensate for weaknesses.
- Be available.

— Daryl Pichan

moted," Peabody says. "He just took on a lot of self-responsibilities, made quick decisions, communicated well with the staff on the job site and in the office, and it came back to me that he was really sharp."

Peabody also says working side-by-side with Hivner showed him how sharp Hivner was. "He was motivated and had a take-charge attitude. He was always at work on time, and made sure work was done in detail."

Peabody's experience with Hivner and other employees who were created into leaders has led him to believe it starts early. "A leader is developed from youth," he says. "The most important thing is that they're good listeners. Someone who tends to listen rather than react quickly tends to analyze the situation at face value and take the next step."

Establish a leader culture

W. James Ormond, co-owner and vice president of the landscaping firm Barringer & Barringer, Charlotte, NC, believes that creating leaders begins with creating a work atmosphere that cultivates leaders.



W. James Ormond says everyone should get a chance to be a leader.

"We consider everyone in our firm a family member," Ormond says. "Not everybody is a born leader, but everyone should get a fair opportunity."

Ormond takes a unique approach to hiring, too, in that he hires people who fit the company's culture, not just the position. In fact, he has hired some people when there was no position available, and instead created a position for them.

Also, new hires are put under a 90-day probationary period which "allows us to check them out, and them to check us out," says Ormond.

Two of the most important characteristics of leaders, Ormond believes, is integrity and empowerment. "True leadership is creating followership," he says. "You have to get folks to desire to be on the same page as you. If you lead by directing, you'll create a disaster."

Establish a game plan

The bottom line, Pichan says, is that companies who want to start creating leaders need to develop a game plan. He espouses a training plan that revolves around:

- knowledge
- attitudes
- skills to function more effectively as a leader
- habits

"You should have a specific plan with specific steps to take and it should be