

than on what other businesses in the same employment market are doing. Many employers see health insurance plans as important tools for employee satisfaction, retention and recruitment. No one wants to lose top talent to businesses offering superior benefits.

As a result many businesses seem to be playing a waiting game, with many reluctant to drop coverage unless other employers take the lead. "Our surveys indicate the vast majority of businesses, probably 80 to 90 percent, will continue to offer coverage, primarily to recruit and retain talent and to keep people productive," says Larry Boress, president and CEO of the Midwest Business Group on Health, a Chicago-based consortium of over 115 employers.

ACT NOW

What steps should you take now? Start by determining whether you employ 50

or more FTE employees. If so, you're subject to the law's mandate to either offer health insurance or pay a penalty.

"The employer mandate is the 900-pound gorilla," says Adam Solander, an associate at the law firm of Epstein Becker Green in Washington. "It's issue No. 1 through 10 for our clients." In determining your own status, seek assistance from your accountant. Also see the sidebar, "Calculating your full-time equivalent employees," below.

What if you employ fewer than 50 FTEs and you still want to offer health insurance? Be aware of a caveat: "Coverage has to comply with the minimum standards mandated by the ACA," cautions Solander. "A lot of people have gotten tripped up on this." Employers, for example, can no longer offer the so-called "mini med" plans with their limited benefits and high deductibles. Failure to comply with the

Ben Collinsworth

CEO
Native Land Design
Cedar Park, Texas



Number of employees:

180 at peak season

Challenge: Providing employees with health insurance without drastically increasing costs

Solution: "We're keeping our options

open for any large policies that will help keep our prices in check. There are some outside labor resource companies that allow us to take employees and put them on a temporary outsourced payroll and the outsourced company pays insurance, but prices on that will probably go up."

Your take
Green Industry
professionals'
views on the
ACA.

CALCULATING YOUR FULL-TIME EQUIVALENT EMPLOYEES

The requirements of the federal Affordable Care Act (ACA) do not apply to businesses with fewer than 50 full-time equivalent employees (FTEs). Does your own business qualify for this exemption?

Generally speaking, the ACA defines as full time any employee who works at least 30 hours per week averaged over a month's time. Included in the calculation are hours paid for but not worked, including vacation time and jury duty.

Additionally, a portion of the hours worked by part-time employees will be included in calculating a business' number of full-time equivalent workers.

Consult your accountant to determine your own liability.



For over 40 years, Air-O-Lator has been making eco-friendly, high performance products. **Font'N-Aire** fountains combine aesthetic beauty with a natural way to improve water quality and health. Backed by outstanding customer service, Air-O-Lator fountains are easy to install, service and upgrade.

www.airolator.com

800-821-3177



ACA's market reform provisions can be expensive. "The penalty is pretty severe," says Solander. "It comes to \$100 per day per incident."

As you tackle the vagaries of the ACA, keep in mind the legislation is very much a work in progress. "There's a lot of uncertainty about the law," says

Solander. "Everyone is doing their best to comply, but understanding the complicated provisions takes a lot of effort and hard work." The federal government will continue to issue regulations that interpret the law for real world operations.

In untangling the confusions, your insurance broker may be one of your

Your take
Green Industry professionals' views on the ACA.

Jon Parry

President
Bemus Landscape
San Clemente, Calif.

Number of employees: Almost 500

Challenge: Regulating costs

Solution: "It's a pay or play regulation, there's no gray area or gaming the system. We are going to play. We're going to offer some type of benefit package to our employees. There is still some confusion about what packages are available but we should know in the next 60 days."



best sources of assistance. "There's no need for you to give up your current broker, but make sure that the person knows what's going on with the new law," says Boress. "Given the more competitive marketplace, you might want to use a broker who's independent of any one insurance carrier."

Your broker can help you understand the opportunities to purchase insurance from your own state's exchange. By getting a handle on how the marketplace is changing, and on what other employers in your region


are doing in terms of benefits, you can design a health insurance program that maximizes employee satisfaction while minimizing

cost. "The devil is in the details," says Solander. "As an employer you have to figure out what really works for your business." **LM**

» WEB EXTRA
Visit [Landscape Management.net](http://LandscapeManagement.net) for information about the tax credit, a list of websites related to the ACA that are worth exploring, plus a look at the insurance carriers' perspective.

Perry is a freelance writer based in New York. Additional reporting by Molly Bealin.

SO SMOOTH, YOU'LL FORGET IT'S AN AERATOR.



**THE NEW
STEERABLE
AND
REVERSIBLE
TURFCO™
XT5**

**AERATION HAS
NEVER BEEN
THIS EASY,
COMFORTABLE
OR PROFITABLE.**




- More lawns per day
- Easier on the operator
- Smoother, quieter operation
- Easier to service
- Better hill-holding ability
- All for a great price

Call today to see what
the XT5 can do for you.
800-679-8201

TURFCO

◀ DIRECT ▶

WWW.TURFCODIRECT.COM



It's about results.

What drives your business?



Kubota

www.kubota.com



© Kubota Tractor Corporation, 2013



Are you a *resonant leader?*

**Emotional intelligence isn't just feel-good stuff.
It's about the bottom line.** BY **LESLIE BOOMER**

Think back over your years in business, from the early days when you came into the workplace. Is there someone who inspired you along the way? Someone who helped you dig deep and find the best you had to offer, a boss or manager who helped you see that you could succeed?

I'll bet you can think of at least one person who did more than just make sure you punched your time card. Was it someone who motivated, even challenged you in a way that helped you find out what you're really made of?

The way you lead will make a lasting impact on how your people perform and how they remember you years down the road. Your leadership style can make the difference between both personal and professional long-term success or failure. The gap between the resonant "good"

boss and the dissonant "bad" boss can be small and easily sutured. Or it can be as divide as gaping as the Grand Canyon, one that's nearly impossible to bridge.

Resonant leadership makes the difference. But what does "resonant leadership" mean?

A resonant leader inspires others by creating a work environment that supports innovation and change, according to the book *Resonant Leadership* by Richard Boyatzis and Annie McKee. This type of environment not only allows for but also encourages creativity, experimentation and risk taking. It doesn't matter if these risks end with a victory or a constructive mistake; either will uncover better ways to serve customers or achieve goals. Further, these leaders are able to be honest with themselves and others while holding staff accountable to goals and company standards of excellence. They work with

individuals to find the sweet spot in their personal set of strengths to benefit both the workers and the company.

And they manage their teams in ways that build loyalty and trust, which ultimately leads to better business. This is resonant leadership.

Does resonant leadership really matter? Absolutely. This is more than feel-good stuff. It's about the bottom line, when you acknowledge how leadership impacts productivity and employee retention. Experienced employees are your No. 1 competitive resource. Great leadership creates the kind of environment that produces a stable, innovative staff that will want to stay the course for the long term and invest in the company's future to ensure sustainable success.

continued on page 26

» WEB EXTRA

Visit the Web Extras section of [Landscape Management.net](http://LandscapeManagement.net) to learn how to change your leadership style.

We call it a Cat® Skid Steer Loader.



The Cousins

Frank Sr., Frank Jr., and Greg Coleman
Visionscapes, Inc.
Cat Customer: 20 years





HELPING YOU MAKE
A LIVING, SO YOU
CAN CREATE THE
LIFE YOU WANT.

THE COLEMANS CALL IT A WAY TO MAKE THAT FISHING TRIP HAPPEN.



Caterpillar helps businesses like the Colemans' succeed every day – by ensuring they have the right machine for the job, making parts available, giving them plenty of work tool options and providing expert service – so they can enjoy more time fishing together and less time thinking about work. With more jobs per machine and higher resale value, owning a Cat® machine is your smartest investment.

*To hear the Colemans' story, visit
CatResourceCenter.com/colemans*



CAT®



0% FOR 60

MONTHS WITH ZERO DOWN ON A CAT MACHINE OR RECEIVE UP TO A

\$5,000

REBATE IN LIEU OF FINANCING.*



● SKID STEER LOADERS



● COMPACT TRACK LOADERS



● MULTI TERRAIN LOADERS



● MINI EXCAVATORS



● EXCAVATORS



● BACKHOE LOADERS



● SMALL TRACK-TYPE TRACTORS



● COMPACT WHEEL LOADERS



● WHEEL LOADERS



Scan for offer details.
Visit CatResourceCenter.com

*Offer good for qualifying customers from June 1, 2013 to September 30, 2013 on select new models at participating Cat dealers. Not all buyers will qualify. Financing is subject to credit application and approval through Cat Financial. Offer is available to qualifying customers in the USA and Canada only and can be combined with select Cat Work Tool offers—see your participating dealer for details. Additional terms and conditions may apply. Offer subject to change without prior notice.

CAT, CATERPILLAR, their respective logos, "Caterpillar Yellow," the "Power Edge" trade dress, as well as corporate and product identity used herein, are trademarks of Caterpillar and may not be used without permission.
© 2013 Caterpillar. All Rights Reserved.



COMING SOON...

THE ART OF ENCAPSULATION, PERFECTED!



A NEW generation of Abamectin featuring the exclusive CapVantage™ technology. ABBA CS is a controlled release insecticide that delivers an enhanced performance, extended residual, smoother flow and better dispersion of capsules through spray equipment.

Trust your lawns and landscapes to Quali-Pro®, **we're making "Basic" even "Better"**.

To learn more, visit quali-pro.com.

QUALI-PRO > **Basically Better.**

Quality Turf & Ornamental Products

©2013 Quali-Pro. Quali-Pro is a registered trademark of MANA. ABBA is a registered trademark of Control Solutions, inc. Always read and follow label directions.

LEADERSHIP

continued from page 24

Evaluate your competition, then look closely at your crews and management staff. Could it be that you'd have a greater opportunity for market dominance if you changed your and your management team's leadership style?

The leaders who stand apart from the rest drive success through positive emotion. To do so you'll have to be willing to put some time into learning more about your leadership style. It starts with a decision to take an honest look in the mirror and listen openly to what others (genuinely) share about how your leadership style affects them. Often the one at the top has no clue what those who report to him or her actually think. (Let's face it: It's not often that someone will risk his or her job security to be honest with an overbearing boss.)

The good news is much of what you learn will be affirming and show you the strengths you have on which

to build. Great leaders are open to reality. After your reality check you'll become more mindful of who you truly are and more accurately gauge your internal emotions and reactions.

With this new clarity and awareness you'll be more able to learn to manage your emotions and reactions so others feel safe with you. And, once you're more aware and able to manage your emotions you'll begin to look at the people around you differently and understand how their emotions impact the way they work and relate to others.

That awareness allows you to manage your relationships in a way that fosters trust and growth. It's all about building your



What's your leadership style?

Recognize your own leadership style, which one you aspire to and which to avoid. >>

VISIONARY

This leader lets the team know where they're going without providing a road map.

The visionary helps people feel safe and free to be creative and explore options—even to take risks. The visionary inspires those around him/her and tends to be transparent/authentic. This transparency is important, because when a leader is seen as insincere the team loses trust, which kills creativity. Empathy is critical for a visionary leader—reading and knowing what others think and feel helps this type of leader communicate an inspiring vision.

COACHING

The coaching leader is great one on one, helping to develop strengths in others.

With the competencies of emotional awareness and empathy, this leader helps the team identify and accomplish career goals.

ILLUSTRATION: iSTOCK-INTERNATIONAL, INC.

permagreen™



PermaGreen™ has been leading the professional lawn care industry along the path of sustainability, fuel efficiency, labor savings and pesticide reduction for 31 years.

In 1997, PermaGreen™ turned the industry upside down by inventing the Ride-On Spreader Sprayer. This small, maneuverable, **easy to use** machine works well on large acreage and small lawns, alike, and **can be used every day on almost every lawn**. While riding a PermaGreen one technician can do up to twice the work, thereby eliminating extra employees, vehicles and overhead.

With the ability to blanket fertilizer and spray as needed, the environmental impact is lower, and the patented features of the PermaGreen™ Ride-On make it a **consistently accurate** pesticide applicator.

By providing better working conditions, PermaGreens help a company attract and keep quality employees. A lawn technician's job becomes a career - not a dead end, which makes the lawn care industry, itself, more sustainable. So, when the talk is about sustainability, innovation, fuel efficiency, labor savings and lower environmental impact...**it's gotta be a PermaGreen™**.

WIN A TRIUMPH!

Enter online for your chance to make your dreams come true!



Dream Big. Expect More.

permagreen.com 800.346.2001

© 2013 PermaGreen™ Supreme, Inc. U.S. Patents 6,366,600 & 7,954,573. PermaGreen™ is a registered trademark of PermaGreen™ Supreme, Inc. All rights reserved. *See permagreen.com for details.

AFFILIATIVE

The affiliative leader is a collaborator who helps promote the goals of the group.

These leaders foster harmony and use empathy to care for the emotional needs of the individual workers. They often combine the affiliative style with a visionary approach—a powerful mixture of style and competency.

DEMOCRATIC

The democratic leader builds on three emotional intelligence abilities: collaboration, conflict management and influence.

This leader knows how to listen, still conflict and create harmony within a team. When unsure of the direction to take, the democratic leader will get consensus from other team members, benefiting from the group's past experiences.

PACESETTING

USE WITH CAUTION!

This style has the most potential for negative consequences. There are only a few situations in which it's effective.

The pacesetter leader holds others to extremely high standards of performance and

is driven to do things better and faster, while pointing out any flaw or poor performance, which may lead to low morale rather than encouraging achievement. In controlled circumstances, pacesetter can help a team reach a short-term goal or get over a challenging hump as long as it doesn't continue for long periods of time.

COMMANDING

USE WITH MOST CAUTION!

Of the six leadership styles, the commanding leader is the least successful. This style demands compliance without providing any reason for the demand. Commanding leaders are seen as cold and uncaring and quickly cause an organization to lose trust in leadership. They erode the spirit and confidence of the workforce. A commanding style can be effective in an emergency for the short term to help a team get through a crisis. This style draws on three competencies: influence, achievement and initiative. Self-awareness, emotional self-control and empathy are crucial to keep the commanding style from going too far.

SOURCE: *PRIMAL LEADERSHIP* BY DANIEL GOLEMAN, RICHARD BOYATZIS AND ANNIE MCKEE

emotional intelligence to set you free to become a truly resonant leader.

Years of research prove that change can and does happen through intentional development. That's your challenge. Are you willing to do the personal work that will move your company to the next level through resonant leadership? (Visit the Web Extra, "How to achieve change.")

There's a wealth of information out there to help you determine how best to evaluate and improve your leadership style. The benefits to you, your employees, your coworkers and in the end, your company, will prove well worth the introspection, time and effort you'll have devoted to such a positive, and at times humbling, process. Are you up for the challenge? **LM**

Boomer is an organizational health consultant with Pro-Motion Consulting. Reach her at leslie@myprmtteam.com.



EASY INSTALLATION IS A LOK.

Who says there are no sure things in construction? Hardscapes built and designed with VERSA-LOK are a cinch to go up quickly and easily. Our pinned in place design makes perfect installation and structural stability a sure thing. When you use VERSA-LOK, once it's built, it's built to last. And last. To create retaining walls, freestanding walls, columns, steps and ore with no need for special units, there's only one product to trust. Simple, reliable and beautiful. That's the VERSA-LOK promise.

To find out why landscape architects prefer VERSA-LOK, call **(800) 770-4525** or visit www.versa-lok.com.



Freestanding Walls



Mosaic Random Face Patterns



Fully Integrated Stairs



Random-Pattern Tall Walls



Freestanding Columns



Multi-Angle Corners

VERSA-LOK[®]
Retaining Wall Systems
Solid Solutions[™]

The landscaping services market is poised to reach \$80 billion by 2015.¹



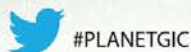
The Landscape Is Changing.

Trend reports, such as the Global Industry Analysts Report, are pointing to accelerated growth in our industry. PLANET's Green Industry Conference (GIC) lets you stay on top of changes and the issues that matter most—to you. Attend the 2013 GIC and discover what you need to do to capitalize on new opportunities.

You can't grow if you don't show—register today!

¹ "Landscaping Services: A U.S. Market Report" by Global Industry Analysts, Inc.

platinum sponsor



GREENINDUSTRYCONFERENCE.ORG



GREEN INDUSTRY CONFERENCE
OCTOBER 23-25

MARKET WATCH

MAINTENANCE

Welcome wagon

The Greenery targets new movers for its residential maintenance and retail garden center business. *By* MARISA PALMIERI

PG 29

MAINTENANCE How one firm focuses on new movers

PG 30

LAWN/TREE CARE Scale insects

PG 32

DESIGN/BUILD Construction is making a comeback

PG 34

IRRIGATION A sprinkler standard is finally in the pipeline

Homeowners who've recently moved are a target for The Greenery, a \$34.4 million landscape company based on Hilton Head Island, S.C. The company provides landscape maintenance services, but it also has a retail component. The Greenery may be on to something, considering new movers spend more in their first six months post-move than a typical consumer does in three years, according to MoverTrends.com. Plus, research says they're five times more likely to become long-term customers compared to a settled household.

The Greenery has been targeting this market for about 18 months with a service called Welcomemat, which sends an oversized envelope to new movers with gift certificates from participating businesses.

We asked Lee Edwards, company president and CEO, about this approach and its results.

Q How effective has this method been?

A We feel it's an excellent way to introduce new movers to our retail garden center, nursery and antiques gift shop, as well as to our residential maintenance program. We have a very nice garden center

and gift shop, and by enticing newcomers with a gift certificate, this program gets them to visit our facilities before they might happen to see one of our competitors. I'd say we've added about 120 newcomers to our mailing list from this program after their first visit, and now we can market to them regularly with other promotions.



Lee Edwards

Q What "offers" have you tried and which ones work best?

A We've had one basic offer since the start of \$10 toward a purchase in the garden center/gift shop

or 50 percent off the first month of a residential yard maintenance program.

Q Do you use any other methods to get in touch with homeowners who've recently moved?

A We have an active advertising and direct mail program, but this is the only one geared specifically to newcomers. We believe that many newcomers want to spruce up and add their

own personal touches to the landscaping of their new home.

Q Why is this an attractive audience for your landscape business?

A We have a very good operation and excellent service, so we feel that anytime we can get someone to start a relationship with us, it will be a long-term relationship at all levels.

Q Do you have any tips for other landscape businesses interested in reaching new movers?

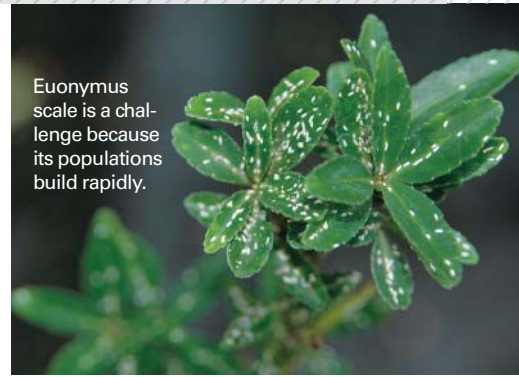
A Being visible is the key thing for any business that hopes to grow, but what I don't like about most advertising is that it's not trackable. This service takes our gift certificates and then follows up by providing us with good information about the customers themselves. I believe that the more you know about your customer, the better your marketing efficiency will be.



LAWN/TREE CARE

Up to scale

How to determine the most effective methods for treating scale insects. *By* MARISA PALMIERI



Euonymus scale is a challenge because its populations build rapidly.

Green Industry professionals facing down scale insects have a variety of treatment options on their hands, but knowing which one to choose for which species can be tricky. In May Joe Boggs, assistant professor at The Ohio State University Extension, and Rex Bastian, regional technical advisor for The Care of Trees in Wheeling, Ill., presented a webinar in conjunction with *Landscape Management* and sponsored by Valent Professional Products, on scale insect identification and treatment.

ON THE LOOKOUT

The first line of defense against scale is knowing the common species and hosts for the geographic area, Bastian says. Plant health care professionals should be on the lookout, particularly, for species that can cause significant injury, like euonymus scale or magnolia scale.

Whether the plant is plagued by soft or armored (hard) scale will have an impact on the plant's symptoms (see "Soft scales vs. armored scales," below).

For example, soft scales insert their mouthparts into the plant's phloem bun-

dle, damaging cells and causing localized symptoms. The main problem is soft scales withdraw large quantities of liquids, which they eventually void as sticky honeydew. The honeydew is problematic because it can allow fungi like black sooty mold to develop. Left unchecked, soft scales may result in dieback or death.

Armored scales also insert their mouthparts into plant cells. In this case the cells become damaged and die, producing leaf symptoms. Without treatment, heavy infestations may stunt plants and kill all or part of the plants.

The next step is to formulate a management plan. Biorational options include soaps/oils or insect growth regulators. Chemical approaches may include foliar sprays, soil applications, lower trunk sprays or trunk injections with systemic or contact insecticides. Consider the following:

- › Length of residual effect;
- › If systemic, translocation speed;
- › Possible side effects;
- › Off-site movement;
- › Mite outbreaks;
- › Non-target effects; and
- › Costs (product and labor).

PARTICULAR PESTS

One armored scale Boggs honed in on was euonymus scale.

When it comes to euonymus scale, the top three challenges are rapidly building populations, difficult detection due to some scale that may remain hidden on stems and the fact that two generations are produced per season.

Dormant oils don't offer any control for euonymus scale, he says. With contact insecticides, it's best to target crawlers, and timing is critical. Pyrethroids offer good control but require multiple applications. Effective systemic insecticides include dinotefuran and aceamidprid. The lady beetle is a beneficial insect to help combat euonymus scale.

On the soft scale side, Boggs addressed calico scale. He says professionals can target overwintering crawlers with a pyrethroid contact insecticide, though results haven't been consistent. Likewise, you can target newly hatched crawlers with a contact pyrethroid product, but timing is important, he says. Effective systemic soil drench applications include imidacloprid or dinotefuran in late spring. From September to early November, imidacloprid, clothianidin or dinotefuran may work. Beneficial insects like the lady beetle are another option for lighter infestations.

SOFT SCALES VS. ARMORED SCALES

	Soft scales	Armored scales
Body	Covered by leathery exoskeleton	Covered by hard, waxy shell called a "test"
Size/shape	Usually large and oval (1/8-in. or larger)	Usually small and round, oval or drop-shaped (less than 1/8-in. long)
Eggs	Females produce hundreds to thousands of eggs	Females usually produce less than a hundred eggs each
Mobility	Nymphs and early females remain mobile	Second instar and adults are not mobile
Honeydew	Produce	Don't produce

TREND WATCH

Bastian noted a few trends in scale treatment, including the increased use of biorational materials for foliar applications. Insect growth regulators—especially for armored scale management—are another option on the rise. Finally, Bastian is seeing the use of soil-/bark-applied systemic chemicals more, especially for soft scales on large trees.

PHOTO: BRIAN KUNKEL, UNIVERSITY OF DELAWARE, BUGWOOD.ORG; CHART: JOE BOGGS