

*James B. Beard*  
MARCH 1985



# A PATCH of GREEN

*JB*  
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COLLECTION

Official Publication of the  
Michigan & Border Cities Golf Course Superintendents Association



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**"A PATCH OF GREEN"**

*Published monthly by the*  
**MICHIGAN AND BORDER CITIES GOLF  
COURSE SUPERINTENDENTS ASSOCIATION**

Circulation: 1,250

**Ted Woehrl, CGCS, Oakland Hills C.C.  
EDITOR**

*Printed At*

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31823 Utlica Road  
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Treatment	Rate/ 1,000 Sq. Ft.	Disease Rating % Plot Area Disease 7/8
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Vorlan <sup>1</sup>	2 oz.	5.5
Duosan <sup>1</sup>	3 oz.	5.0
Bayleton <sup>2</sup>	2 oz.	4.2
Bayleton <sup>2</sup>	5 oz.	11.0
Rubigan <sup>3</sup>	6 fl. oz.	4.6
Daconil 2787 4F <sup>4</sup>	—	26.5
Untreated	—	—

Bentgrass, Pennecross.  
Application 6/7, 6/12, 7/8.  
P. H. Demoreen, J. D. Fry  
Dept. of Agronomy, University of Maryland



**ANTHRACNOSE CONTROL** Michigan State University 1982  
Olden Golf Club, Okemos, Mich.

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TERSAN® 1991	1 oz.	21 days	8.3	0.7
Bayleton	2 oz.	30 days	11.7	1.7
Duosan	4 oz.	21 days	21.7	8.3
Clearays 3336 <sup>5</sup>	1 oz.	21 days	30.0	18.3
Fungo 50 <sup>1</sup>	1 oz.	21 days	28.3	19.0
Daconil 2787 4F	6 fl. oz.	14 days	38.3	28.3
Actidione TGF + Actidione RZ <sup>6</sup>	34 + 55 oz.	14 days	48.3	65.0
Vorlan	1 oz.	21 days	55.0	60.0
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Annual Burgrasses.  
Applications began on July 7.  
Dr. Joseph Vengas, Michigan State University

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# PRESIDENT'S MESSAGE



From February 5th through the 13th the Golf Course Superintendents Association of America had its annual national conference in Washington D.-C. Seventy superintendents groups were represented, including the four from Michigan. Attending has always been a lot of fun, but this year there was an additional sense of pride that came with being part of the Michigan delegation. I was proud because I realized that the superintendents from Michigan are some of the foremost professionals in the country. As a matter of fact our state seemed to be two steps ahead of all the others in turf grass management practices and professional image. To illustrate the esteem of Michigan's superintendents seven men from our state were featured as speakers at the convention. Ted Worhle, Kevin Dushane, Jeff Rivard, Dr. Joe Vargas, Dr. Paul Rieke, Roger Barton and Kevin Patterson were each called upon to speak. These gentlemen gave the rest of the convention a small sample of the professionalism and knowledge of the Michigan group. One of the best features of the convention was the Michigan Hospitality Room. We have offered the hospitality room for many years now, it gives our people a place to go and talk with other conventioners in relaxed surroundings. The Hospitality Room was better than ever this year

and the organizers, John Maddern and Ken De Busscher, deserve congratulations for a job well done. Closer to home we want to congratulate Jerry Faubel who was appointed incoming national president, Gene Baston to one of four spots on the national board of directors. Once again our state is keeping prominent representation on the national level. This year for the first time we have formed a committee made up of the presidents and vice presidents of the Michigan and Border Cities, Mid Michigan, Western Michigan, and Northern Michigan Superintendents associations. This committee will meet three times a year to discuss local events, dates and sights for chapter meetings and other topics important to golf course management. As a final note I'm happy to report that this publication, A Patch of Green, is going to be expanded later this year. The magazine will be larger the paper grade will be better and there will be more articles. Ted Worhle and Kevin Dushane will remain in charge and they are hoping the changes will take place by May or June.

Mike Edgerton

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into a neighborhood before  
it has broadened into a  
brotherhood."**

**— Lyndon B. Johnson**

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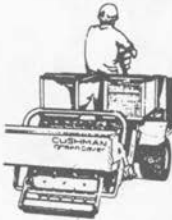
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# INDIVIDUALIZE YOUR MANAGEMENT

A pastor friend remarked to me after a particularly difficult marriage counselling session, "Loving people is really pretty easy; the difficulty arises in loving them one at a time." Much the same can be said about managing people; the challenge, or to be a bit negative, the problem, lies in the one-on-one aspects of the relationship. Like managers in many professions, superintendents tend to speak in terms of groups -- usually crews. Reference to groups is certainly conversationally convenient, but such "group-speak" offers even more; it keeps us safe through anonymity, it neutralizes the power and dilutes the impact of individual personalities, it establishes a "King's X" protection from responsibility (everyone knows that there are "individual exceptions"). The fact is, "group-think" is damaging to management effectiveness. Superintendents do manage crews, but to do so properly requires that they manage the individuals comprising the crew. Management is inescapably a one-on-one relationship between the manager and the managed. The entire fabric of the human resource management process

is predicated upon the idea that one individual (the manager) acts and another (the managed) responds. The management action may be directed at a group of subordinates (a crew), but each member responds to it as an individual, whether properly or improperly. Policies are written for the followed or violated by individuals; plans are prepared on the valid assumption that individuals will implement them; responsibility and authority are delegated to individuals; problems are both created and solved by individuals; people are hired as individuals and fired the same way. But still, the concept of people management is almost always considered a group process. Remember those clichés common to advice on managing people? "You must treat everyone alike," "individual favoritism is the father of unionization," "you must not discriminate; if they work as a group," "keep the staff at arm's length, it doesn't pay to get to know individuals too well." Vince Lombardi was reported to have said, "Teamwork never won a football game; individual effort to achieve understood team goals makes for winning teams."

CONTINUED PAGE 13

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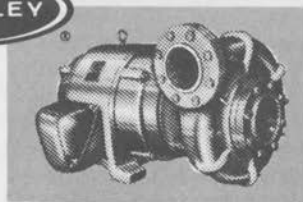


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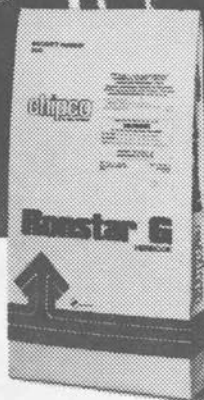
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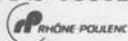


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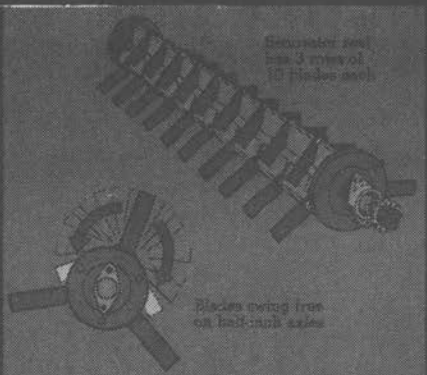
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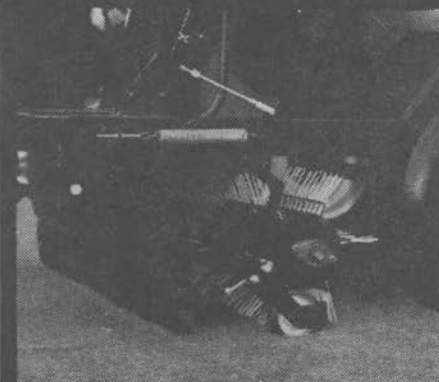


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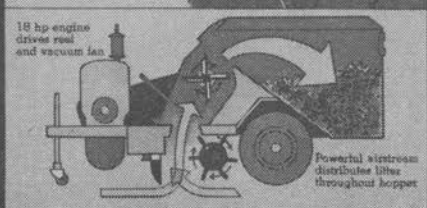
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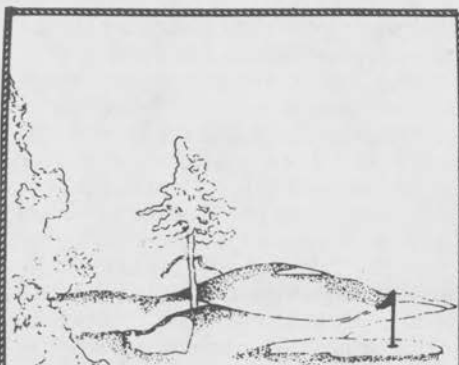
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#### One-On-One, cont.

In truth, a manager manages one person at a time. Each person is an identifiable, individual resource for the accomplishment of organizational goals. As such, each person must be selected carefully, trained unendingly, maintained in both preventative and emergent ways and provided with means of motivation leading to profitable levels of productivity. These are management responsibilities that simply cannot be discharged through other than an individualized orientation. A manager's personal career rests heavily upon the people he manages. The reverse is also largely true - their successes depend heavily upon him. It is a mutual thing, boss and subordinate, each contributing to each other's success. It's a function of morale -- the enjoyment of success -- and morale is best available through a process of recognition; individualized recognition through individualized management. Does all this sound a little exaggerated? Perhaps that depends upon your personal vantage point; that of the manager. But keep something securely in mind; while you may be a manager of a group, you are also managed within a group! From that perspective, how does the importance of individualized management look to you? In my introductory column I discussed the individualized nature of the management relationship between the manager and the managed. This relationship does not emerge from the simple signing of new-employee tax forms, but is grown and developed over a period of time within a particular setting; the period of time is the span of employment and the setting is the environment of employment. Both are controlled by the manager and represent a process important to productivity. We call it "The Employment Process". The Employment Process can be seen as a continuum, beginning with the candidate's job application and ending with the employee's final check. The Process may have a life of 30 minutes or 30 years, will exist separately for each employee and has four definable stages: SELECTION, INDUCTION, RETENTION,

CONTINUED NEXT PAGE

**TERMINATION.** To understand the process as a whole, let's look at its parts.

**Selection:** this is where candidates search, employee acquisition and commitment occur. In the business of growing plants, reasonable questions leading to selection might include: What is the expected role of the plant? Ground cover, ornamental, playing surface, shade? Can it do what it's expected to do? Within a reasonable time frame? At what cost of support and maintenance? At what purchase cost? These kinds of investigative inquiries for the employee selection effort too, and should, in painful detail, be examined as part of the manager's responsibilities to the goals of the organization. What one does at the time of selection has a great deal of influence over what happens at times of production. **INDUCTION:** I garden a bit and worry a lot about plants, soil preparation, fertilizer, trimming foliage back, watering, depth of planting, drainage,

other plant proximity and other things that may affect health and productivity of the plant. Such an induction process has been parallel to the induction of employees to the job, to the productive environment. Both in the garden and on the job, we have harvest in mind ... productive results. The manner in which the new employee is prepared and inducted -- introduced -- to the job with the potential productivity of that expensive, newly acquired asset ... and a list to do with the manager's personal career development. **RETENTION:** You have acquired and you must retain an asset (an employee). Whether plant or employee, you want whatever it is you selected to do what it is supposed to do over its expected life; it is a resource for the achievement of goals, thus you expect it to make contributions to those goals. Should you assume that its mere presence is enough (plant 'n' forget it) then you are doomed to disappointment. If you don't maintain it, care for it, nourish and nurture it over its productive life, it will fall short of expectations and become a liability

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rather than an asset. This is all very applicable to the retention and development of employees. With plants, one operates at three levels of maintenance; preventative, routine and emergency -- just as with mechanical equipment. Guess what? Effective employee retention requires the same approach; one works to avoid problems, satisfies routine maintenance needs and deals with unanticipated, emergent problems. The point of active retention programs is important; to justify payroll expense, the value of productivity must exceed the cost of utility. Employee maintenance for retention purposes makes dollars and cents sense, as well as personal career sense. TERMINATION: I am always bothered by the need to terminate a plant whose productivity has irretrievably waned. I could easily get two crops of lettuce and radishes if I didn't like those seed spires so much. My raspberries could

produce so much better if I could bring myself to tear out the old canes and let the eager new growth mature to productivity. With employees, we often delay termination decisions beyond the point dictated by wisdom and let productivity value sink below a cost break-even point. Termination actions play a very important role in crew productivity and can be positive acts rather than dreaded, negative ones. Managers often practice their finest avoidance skills here, to the great benefit of no one and great cost to the organization and personal effectiveness. These four sub-processes make up The Employment Process. While briefly described here, in the next few columns we will deal with each sub-process in sufficient detail to demonstrate the importance of the employment process to successful and cost effective human resource management.

---

Old Satan sat with face so grim  
And muttered, "What'll I do with him?"

He's sure to find this place a bore  
With the life on earth he's had before!"  
And then while shaking his horny head,  
He opened his ledger and this he read:

"John Doe — Keeper of Greens,  
A man behind the golfing scenes  
Had 60 years of toil and strife  
Pleasing golfer, managers, pro and wife!  
His job included keeping the greens,  
Planting new turf, repairing machines,  
Fighting diseases, insects, defeat,  
Batting rain, humidity, heat.

Fixing the water pipes that break thru  
the ground,

Changing all markers and mowing  
weeds down.

He worked all day — studied all night.  
Trained all new men

In the ways that were right.

Knew the diseases; chemicals, too.  
Fertilized, aerified, 'till his face would  
turn blue.

Not only a scholar and teacher was he,  
But an ambassador of good will and  
publicity.

Records he kept; watched budget

allocation —

On him depended the course reputation.  
And 'tho heading a project whose value  
was high

Credit and praise went to some other  
guy.

Gripping and moaning he got every day,  
But seldom a raise in the old take-home  
pay!"

Now here he lies, his days they are thru -  
"Tell me," said Satan,

What hell can I put him to?"

After sitting and thinking for quite a  
while,

His face broke out in a great big smile;  
The best known hardship he could deem  
Was to sent him where all was calm and  
green!

Credit Greensword

## THE MICHIGAN CONNECTION

The 56th Annual International Golf Course Conference and Show sponsored by the Golf Course Superintendents Association of America (GCSAA) had a "Michigan Connection" as part of its 1985 Annual Conference Feb. 5-13 in Washington, D.C.

The Michigan Connection begins with GCSAA President James M. Timmerman, CGCS, who is the professional golf course superintendent at the Orchard Lake Country Club, Bloomfield. Nine of the session speakers are from Michigan. And former U.S. President Gerald R. Ford, also from Michigan, will be an honored guest.

Timmerman was elected President of GCSAA, a 6,000-plus member association representing the golf course superintendents' profession, in January 1984. He will complete his term at the conclusion of the Washington Conference. Under his leadership, new programs have been established and many improvements have been made in GCSAA's education, certification and membership growth programs.

Former President Ford will be honored by GCSAA at the closing banquet Feb. 12 when he will be presented the Old Tom Morris Award. This prestigious award is one of the most exclusive major honors in the world of golf and signifies an unselfish and dedicated effort in continuous support of the game of golf. Ford is the third recipient of the award, following Arnold Palmer and Bob Hope.

The remainder of The Michigan Connection includes nine others from Michigan who will be participating in the educational sessions of the Conference. They are: Roger G. Barton, superintendent of Blythefield Country Club, Belmont; Dr. R.C. Bowers, The Upjohn Company, Kalamazoo; Kevin M. Dushane, CGCS, superintendent of

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Bloomfield Hills Country Club, Bloomfield Hills; Keith E. Paterson, CGCS, superintendent of Spring Lake Country Club, Spring Lake; Dr. Paul E. Rieke, Michigan State University, East Lansing; Jeffery L. Rivard, Executive Director, Golf Association of Michigan, Farmington Hills; Carl H. Schwartzkopf, McKay Golf and Country Club Properties, Lansing; Dr. Joseph M. Vargas, Jr., Michigan State University, East Lansing; and Theodore "Ted" Woehrle, CGCS, superintendent of Oakland Hills Country Club, Birmingham.

The titles of their presentations are:

Barton - Protecting Turf During Aerification; Bowers - Fungicide Management; Dushane - Conversion of Rough: Bentgrass to Bluegrass; Paterson - Chairperson of the Industry Update session; Rieke - instructor of the Plant Nutrition Seminar and a speaker on the USGA Green Section Educational Program; Rivard - Green Chair Relations; Schwartzkopf - Business Aspects of Operating a Public Course; Vargas - Patch Diseases of Turf; and Woehrle - Preparation for the 1985 U.S. Open.

**It seems somewhat fitting that the final story in this format of "A Patch of Green" should be about one of the worst pests that inflict golf courses — the MOLE, which is only slightly as bad as a non-respectful golfer.**

Moles belong to the family *Talpidae*, characterized by an extreme degree of specialization for underground life. Moles are like shrews in their soft, velvety fur, their apparent lack of eyes, ears and neck, their scantily haired tails, and the general appearance of their teeth; but they differ in being much larger, and in having the front feet enormously developed for digging. We have in Michigan two species of moles, the common garden or ground mole and

CONTINUED NEXT PAGE

the star-nosed mole. Although the star-nosed mole is common in swampy lands, it is probably the least known animal in the state. Very often we receive a description or a specimen of a strange animal captured by someone in swamp or stream, and which the finder says is entirely unknown in his neighborhood. Occasionally the animal proves to be one of the shrews, but generally it is a star-nosed mole. The star-nosed mole has the family characteristics typical to the moles, but also possess a remarkable fringe of 22 fleshy feelers surrounding its nose, and its tail is longer than in other moles, being twice the length of the body. The tail is also curious in that it becomes very thick and red during the breeding season, with a sharp constriction next to the body. Probably the feelers serve as a delicate organ of touch in discovering worms and insects in the soil. The star-nosed mole prefers swimming to digging, and prefers a mossy bog or a wet marsh to a dry upland. It is also sociable in its habits, unlike the other moles and shrews, and is often found living in colonies.

#### *More Beneficial Than Detrimental*

The common or garden mole is familiar to most people. Indeed, many persons think that they know the garden mole altogether too well, since they believe that moles do great damage to garden vegetables. As a matter of fact, the moles caught in gardens are there because they are in pursuit of worms and insects, and not to damage plants. Moles live almost exclusively on animal food, and indeed are not fitted to eat coarse vegetable material. The numbers of mice and insects eaten should surely entitle them to respectful consideration by farmers and gardeners. The real damage done by moles is to lawns and golf courses, where their mounds and runways are decidedly a nuisance. It

The strength of the mole is simply prodigious for an animal of its size, and the speed with which it moves through the ground is equally amazing. Its strength has been carefully estimated by tests in which the mole pushed aside weighted boxes on the floor, and the results showed that if a man were relatively as strong in

proportion to his weight as a mole he would have to exert a pressure of 12,000 pounds pushing against a weight. Estimates have also been made of the ability of the mole to excavate tunnels and computation here shows that to perform a work equal to that of a mole, a man would have to excavate, in a single night, a tunnel 37 miles long, and wide enough to easily permit the passage of his body. How lucky it is for prison wardens that inmates are not able to dig tunnels at any such rate.

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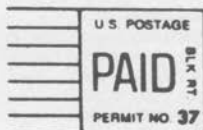
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