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## Scout Those Early Spring Diseases

As the days begin to warm up and the snow melts, early spring disease problems will soon be evident. They could haunt you all season. The common ones are discussed here.

Snow mold is the common name for a group of winter and early spring diseases. They're caused by one or more of the psychrophilic — or cold-loving — fungi.

Caused by the fungus Typhula incarnata and related species, gray snow mold is associated only with cold weather and snow. It's most often found where snow is deep and slow to melt in

the spring.

Optimum gray snow mold conditions occur when snow falls on unfrozen ground (32 to 45°). Symptoms include circular, dead, bleached-brown to straw-colored areas uup to two feet or more in diameter. Leaves may be matted and covered with a gravishwhite mycelium — threadlike fungal growth.

The chief diagnostic feature is hard brown pinhead-sized bodies called sclerotia. These are imbedded in leaves and crowns of infected plants.

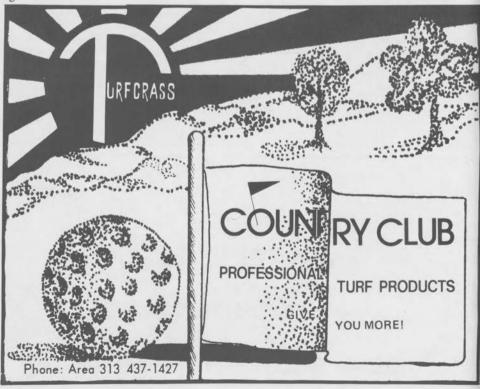
Usually when you see gray snow mold the damage has been done and it's too late to use fungisides. Damage ranges from leaf-blade destruction. from which grass easily recovers, to sheath and crown infection which causes dead areas requiring sodding and reseeding.

At this point you can only dry out the infected areas, using a rake to break up the crust to let air and light into the

sod

Pink snow mold or pink patch, caused by Fusarium nivale develops throughout the spring. It's most common in wet, cool months when temperatures are below 60°. First symptoms are circular tan to reddish-brown spots one to six inches in diameter.

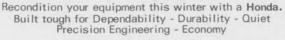
Continued on Page 17



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## **SUPERVISION**

-first link in the management chain
It's not
easy being
a good supervisor;
here are a few
pointers on
what it
takes

by J.E. Campanellie Camera and Plate Editor

The supervisor (or foreman) is generally looked on as the first link in the management chain – the person in charge of the people who actually do the job. Good supervisors are not born that way. Neither are writers, carpenters, nor technicians of any type.

A good supervisor acquires excellence by hard work, study and practice. However, no amount of work or study will replace personal desire. The desire to become a good leader or supervisor is of primary importance in climbing the ladder of successful leadership. But this aspiration should be tempered

with common sense.

Many people think the supervisor has a soft job and draws a large salary for it. This is about as false as anything can be. The reality is that he faced with many problems. Besides the technical requirements of his job, he must have the ability to act as adviser, psychologist, clergyman, expert in human relations, and even father to his employees. He works long hours, generally without overtime, and is on call at any time of the day or night.

It's No Cinch

Answers to supervisory problems

involving personnel are never as simple as two plus two equals four. There are books that offer guidelines to solutions, but the real answers must come form the supervisor himself. He must listen to the problem and then be capable of providing a solution that is sincere and honest and leaves the employee satisfied that his problem is solved. It is at this moment that the good supervisor takes a step up the ladder and the poor one slips back a rung.

The job of supervising people is serious business and should be approached in that manner. The following quote, however old-fashioned, points up this fact: "The responsibility for controlling and directing human lives is the most sacred trust of

leadership.

#### And That's Not All

Supervision is much more than solving daily personnel problems. The supervisor has a responsibility to his company to make a profit, achieve production goals, reduce costs, motivate employees, keep problems to a minimum, and maintain a smooth-running operation. In achieving these

Continued on Page 14

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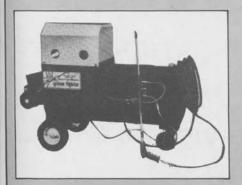
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## Do You Impede Output?

 Motivation is essential to any successful business. Increaslingly, it is crucial to our nation's economic survival.

A great deal is being written in the press today about the connection between motivation and worker productivity. A few simple statistics will dramatize our national problem:

 The Japanese worker on an automobile assembly line produces an average of 48 cars per year. His American counterpart only produces 25 cars

per year.

• The Japanese worker in manufacturing produces an average of 421 tons per year. The American worker

produces 250 tons per year.

• In the mid-1950s, the United States accounted for 50 percent of the world's economic output. By the mid'70s, our share had declined to 35 percent.

• By the late '80s, our estimated

share of world output will be down to 25%.

Obviously, in the decade ahead, we must motivate the nation's workforce to greater productivity if we are to maintain our standard of living and our

economic strength.

While motivation is a prime catalyst, its chemistry alone does not make up the complete formula for improved productivity. The advantages of up-to-date equipment should also be taken into account as having a positive effect.

To hold good employees and to motivate them, you must pay attention to the organizational climate in your company. More important, you must understand your role in shaping it. You, as manager, and your management practices interact with two parts of your business:

Organizational variables, including goals, strategies, structure, systems and policy.



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SPRINKLER IRRIGATION SUPPLY CO. 1316 N. CAMPBELL ROAD ROYAL OAK, MI 48067 PHONE: (313) 398-2233 • Staff member variables, such as each employee's skills, knowledge, values and capabilities. The interaction of your management practices with these variables produces a distinctive organizational climate. That climate, in turn, determines motivation.

Six factors measure organizational

climate:

Clarity – Do you provide good, clear instructions to your employees when

new systems are introduced?

Commitment – Is there clear understanding of how employees should work together and what the common goals are?

Standards – Are the criteria of what makes for good performance clearly defined and worked towards?

Responsibility—Have you encouraged subordinates to work and think on their? Do you trust other employees to make responsible decisions on their own?

Recognition – Do your workers feel wanted, respected? Do you tell them when there's a job well done?

Teamwork – Do your subordinates feel they are part of a total group

effort? Do you pitch in and help when subordinates need you?

The first three – clarity, commitment and standards – will affect the performance of your company directly. They will determine how well the job is done. The last three – responsibility, recognition and teamwork – affect development, including the company's growth and profitability.

There is a clear correlation between organizational climate and four basic

management practices:

Continued on Page 12

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## IRON APPLICATION - RATES, CARRIERS, AND TOXICITY COMPARISONS

J. B. Beard, J. H. Eckhardt, and Garald Horst

The micronutrient most commonly deficient on turfgrass areas is iron. Deficiencies appear as an interveinal yellowing of the youngest actively growing leaves. Under a continued iron deficiency, the chlorosis spreads to the older leaves and the plants become weakened. An iron deficiency occurs on the youngest leaves while yellowing from a nitrogen deficiency occurs first on the oldest leaves. Iron deficiencies are associated with soils having high calcium and magnesium contents.

Correction of an iron deficiency can be accomplished by a foliar application of ferrous sulfate or ferrous ammonium sulfate. Soil applied complete fertilizers with iron and activated sewage sludge materials also contain significant amounts of iron. Reports of problems with foliar burn following applications of water soluble iron as a spray are not uncommon. Thus, this study was initiated during the summer of 1976 to evaluate the effects of iron rates, carriers, and environmental conditions during application on the pronness to turfgrass phytotoxicity. Four iron sources were utilized in the test: ferrous sulfate, ferrous ammonium sulfate, Chelated 138, and Chelated 330. Rates of application were 0, 4, 8, 12, 16, 20, and 24 pz. of material per 1000 ft<sup>2</sup>. Applications were made by means of a hand sprayer to four square foot plots. There were three replications utilized in two tests during 1976 and one test during the 1977 growing season. Visual estimates of foliar burn to the bentgrass and bermudagrass were taken along with any positive responses to the iron application.

Results. No foliar burn or noticeable response was observed at the 2 oz. per 1000 ft<sup>2</sup> application of iron sulfate to creeping bentgrass. The 4 and 8 oz. rates showed a definite greening response with no foliar burn evident. There was a slight burning at the leaf tips from the 12 oz. rate with the extent of foliar burn becoming greater as the rate of application was increased a-

bove this level.

No burning or greening response was noted from the 2 oz. application of ferrous ammonium sulfate. The 4, 8, and 12 pz. rates produced a significant enhancement of green coloration with no foliar burn. However, phytotoxicity was evident at application rates of 16 oz. per 1000 ft<sup>2</sup> and above at temperatures of 75 to 80° F. At warmer temperatures of 90 to 94° F, foliar burn from ferrous ammonium sulfate was observed at a rate of 10 oz. and above.

Chelated 138 caused a distinct reddish coloration which persisted on the leaves and was fairly objectionable at application rates of 12 pz. per 1000 sq. ft. and above. Chelated 138 did produce a slight greening at the 2 oz. rate and substantial enhancement of green coloration at 4 oz./11,000 ft<sup>2</sup> and above. Foliar burn was first noticed at the 16 oz. rate of application and became progressively more severe as the rate was increased to 24 oz.

Chelated 330 produced a slight greening at the 2 oz. rate with a major enhancement of green color at higher rates similar to that reported for Chelated 138. However a slight foliar burn was evident at the 6 through 14 oz. rates Objectionable degrees of foliar burn were evident at rates of 14 oz. per 1000 ft<sup>2</sup> and above.

Summary. Results from these investigations indicate that foliar burn is occurring at relatively high application rates compared to those commonly in use. Frequent reports of foliar burn at substantially lower rates, suggest that the iron is being applied with the other chemicals, which in combination, are causing foliar burn. The rate of application at which foliar burn occurred did vary among the four materials and increased as temperatures increased. However with temperatures up to 95°F on a creeping bentgrass turf, iron applications can be made in the range of 4 to 8 oz. per 1000 square feet without concern for foliar burn.



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Do You Impede Output?, Cont.

Coaching and counseling - communicating high personal standards informally; expecting subordinates to find and correct their own errors, rather than solving their problems for them.

Performance appraisal - regularly reviewing each subordinate's individual performance and planning for improvement; relating the total reward and promotional system to the excellence of job performance, rather than to other factors, such as job seniority.

Goal and task definition - setting challenging and difficult goals and standards for your subordinates; explaining tasks and projects clearly and thoroughly.

Team building - conducting team meetings so that they serve to increase trust and mutual respect among teams; measuring morale periodically.

This means that you, the manager, can help shape organizational climate. You can consciously use specific management practices to motivate and improve performance. You may be a first rate manager of business, skilled at handling cash-flow, balance sheets,

or bottom lines. But you can also have the tools to be a better manager of people.

We are all great scorekeepers, but just remember these points:

- The basic issue is to get people to do their jobs

Get results through people

Job satisfaction results in good performance

- The happy employee isn't necessarily

the most productive

levels

- We need both goal-oriented and taskoriented people In changing attitudes, start at the top

"If you tax something, you get less of it; if you subsidize something, you get more of it. In America, we tax work, growth, investment, employment, savings, and productivity. We subsidize non-work, consumption, welfare, and debt. If we are to get bureaucratic government off the backs and out of the pockets of working Americans, it will require dramatic action and bold leadership.

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(BUT DECIDED TO ANSWER ANYWAY)

Yes, GCSAA can help you become a better superintendent. One way it does this is through educational seminars and conference sessions it sponsors each year to help you become better informed about turfgrass diseases, pesticides, landscaping and management practices.

Yes, GCSAA is helping to further the advancement of the turfgrass industry. Through the GCSAA Scholarship & Research Fund, Inc., GCSAA provided more than \$13,500 last year in research grants to leading turfgrass programs. GCSAA also provides educational opportunities to turfgrass students through annual turfgrass scholarships.

Yes, GCSAA provides a meeting ground for superintendents. Each year, GCSAA sponsors an annual conference and show for its members. Last year more than 6,500 educators, industry representatives and members from all over the world attended. GCSAA's executive committee decided at its last board meeting that the conference experience is so valuable that first-year members should be encouraged to attend by being given free admission.

Yes, GCSAA offers recognition for superintendents. Through its public relations efforts, its magazine, and its award programs, GCSAA helps promote the image and the professionalism of the superintendent. GCSAA also provides information to superintendents about how they can use public relations to promote their own image to their course, their community and their association.

Yes, GCSAA provides each member with a life insurance program. Supplemental insurance, disability and pension programs also are available.

6 No, GCSAA can't help you with your golf handicap. You'll have to work on that yourself.



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Supervision, Cont.

goals, the good supervisor realizes that human relations and company requirements are interwoven to the point that

they are inseparable.

Instilling in employees the will to work accomplishes several things. It promotes greater production or output, less downtime, less turnover, greater profits, and less absenteeism, and points one out as a better supervisor than the guy who is unaware of how to use this tool effectively.

The job of supervising has changed considerably over the years; the ideas and techniques that provided results several years ago no longer are valid. Industry used to look on dogmatic attitudes in supervisors as some sort of badge of merit. This is no longer the

case.

To the supervisor who considers himself the "bull of the woods" I can only say that the day of treat-'emrough-and-tell-'em-nothing is gone from the industry. These dogmatic attitudes are the mark of a supervisor headed toward failure. Failure not only for himself but for the company he represents

as well.

#### **Motivation Factors**

There are many theories on how a supervisor can achieve results. But theories do not produce results unless put into practice. It is the practical application of many theories during recent years that has led to the discovery of some concrete dos and don'ts of dealing with people and some effective motivational techniques.

Motivation has to take place before a supervisor gets the chance to apply the dos and don'ts. Following are some of the factors which have proved to motivate people toward performing a

better job:

1) proper training;

2) correct instructions;

3) positive attitudes;4) a supervisor who works for the interest of his employees;

5) leadership that is dependable;

good working conditions;

 a supervisor who works with his employees – who is a leader, not a boss.

Continued on Next Page



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#### A PATCH OF GREEN

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Dos and Don'ts

So much for motivating factors. Now, what are some of the dos and don'ts a supervisor should be constantly aware of?

- 1) Don't humiliate or belittle a subordinate.
- 2) Don't publicly reprimand or threaten an employee.
- 3) Don't lose your temper.
- 4) Don't show favoritism.
- 5) Don't show up employees for personal gain.
- 7) Don't delay in making decisions.
- 8) Don't be unavailable to subordinates.
  9) Don't reduce personal standards.
- 10) Don't fail to promote growth of subordinates.
- 11) Don't permit cliques, rumors, and gossip to flourish.

These are only a few of the don'ts, but they are the most important.

The dos are actually very easy. Just treat people in the same way you would want to be treated.

- 1) Set achievable goals.
- 2) Inform employees what is expected of them.
- 3) Be consistent.
- 4) Let people know where they stand through job appraisals and personal contact.
- 5) Give praise for a job well done.
- 6) Be aware of your own prejudices.
- 7) Always be tactful.
- 8) Demonstrate confidence.
- 9) Encourage ingenuity.
- 10) Recognize each individual as a person.
- 11) Delegate responsibility.

As before, these are the most important of the things that should be practiced by the supervisor. Together, the dos and don'ts, if carefully studied, make an impressive list.

To the potential supervisor: think about these responsibilities and make about these responsibilities and the dos and don'ts. The nest time you are about to confront *your* supervisor with a problem, analyze it yourself first—see if you measure up to the task of suprvising.



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The following are some of the reason

for the above requirement.

AN ENGINEER SEAL ON PLANS. 1. ... is a symbol of competency, for t use such a seal a man must be qualified through examination and registration 2. ... pinpoints responsibility and tell the client who actually was responsible

for the design. 3. . . . gives stability, quality and

authority to plans and drawings. 4. . . . seeks to protect public health

safety and welfare.

5. . . . provides legal record, long after the project is completed one can look back at original plans and determine the person responsible.

makes it difficult for unregistered persons to falsely claim engineering

capability.

7. ... establishes a criteria, for persons without seals have probably not passed their registration examination.

8. ... lends dignity to the engineering profession.

Charles E. (Scotty) Stewart P.E. Credit Bull Sheet

PEOPLE. . . are like stained glass windows that sparkle and shine when the sun is out, but in the darkness true beauty is revealed only if there is a light within.

THE VISITOR. . . paid his green fees, fixed up a match, and went out to the first tee. Taking his stance, he gave a wild swing, and missed completely. "By Jove!" he said to his opponent, "it's a good thing I found out early in the game that this course is at least two inches lower than the one I usually play on."



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Spring Diseases, Cont.

In cool, wet weather these bleached. brown patches of matted grass may be covered with dense, slimy whitish-pink

mycelium.

Usually only leaves are attacked, but the fungus can kill crown and roots. When the disease doesn't kill grass, it can cause damage that takes a long time to recover. Weeds and annual bluegrass often develop in the weakened patches. Other diseases follow in these areas during the rest of the growing season.

If you have Fusarium patch consider using a fungicide during the spring, because the disease stays active as long as conditions stay cool and wet.

Helminthosporium leafspots, crowns and root rots are among the most common, most destructive turfgrass diseases. All turfgrasses can be infected by one of more Helminthosporium fungi.

The most common of these diseases are the leafspot and crown rot diseases of bluegrasses. Most conspicuous is the leafspot, but this stage is of little consequence. Most damage occurs as the crown and root rot phase phase begins to thin strands, allowing weed invasion, especially from crabgrass.

The disease occurs during cool, moist spring weather when the fungus produces reddish-brown to purplish-black spots on Kentucky bluegrass leaves

and stems.

Leaves shrivel and stems, crowns, rhizomes and roots discolor and rot, causing a condition known as meltingcausing a condition known as meltingout. In warm, relatively dry summer months the fungus is limited mostly to crowns and roots.

Several of the new, low-growing Kentucky bluegrasses are resistant to the leafspot, crown and root phases of the leafspot, crown, and root rot phases of melting-out. When possible, use blends of new, improved Kentucky

bluegrasses.

In bentgrasses, the disease occurs differently. In general, Helminthosporium problems on bentgrasses occur anytime from early spring to late summer and fall. But the worst damage often occurs with early-season infection.

Continued on Next Page

#### Spring Diseases, Cont.

If infection spreads in the spring, the problem lasts all summer with severe midsummer losses.

To aid control, avoid early spring lushness in foliar growth. Few areas need the high levels of early spring nitrogen which bring lush growth.

Close examination of turfgrasses is essential. People often don't find the problem until the crown and root rot phase is in full swing and the turf is changing from green to brown. No

control can help then.

Helminthosporium leafspot infection diseases can be controlled by fungicides. The best control comes from preventive applications. Begin applications in early spring and continue until warm weather develops. Once the pathogen infects the crown and roots, fungicides are ineffective.

You can aid recovery by opening areas around the crowns of diseased plants with a vertical mower or by hand raking. Mowing at maximum possible height also helps.

#### GCSAA NEWS IN BRIEF

\*Proceedings of the 52nd International Conference and Show will be available on the following basis: One copy free to each member if requested before March 31, 1981; additional copies to members \$3.00 each; nonmember copies \$10.00 each. The order forms will be avialable at the GCSAA Membership Booth in Anaheim and in the January/February issue of Golf Course Management.

#### THOUGHT FOR THE MONTH

One salesgirl in a candy store always had customers lined up waiting while other salesgirls stood around with nothing to do. The owner of the store noted her popularity and asked for her secret. "It's easy," she said. "The other girls scoop up more than a pound of candy and then start taking away. I always scoop up less than a pound and then add to it."

-Bits & Pieces"



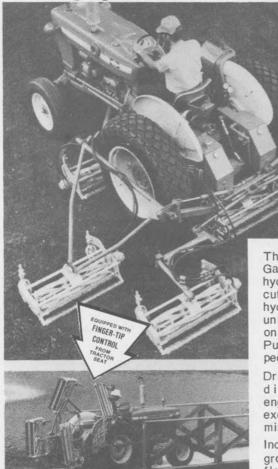
"Give up this madness and come home, John . . . The ball is frozen to the putter."



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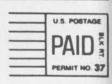
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