



SERIALS

AUG 07 1986

# Tee to Green

January/February 1986

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LIBRARIES

## Aerial Photography Aids Maintenance

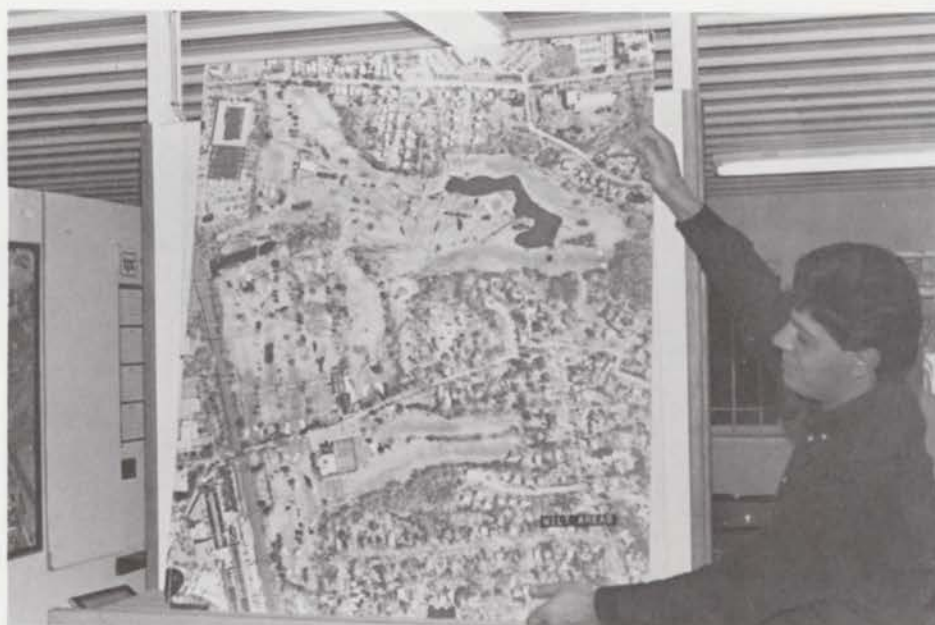
Patrick A. Lucas, Jr.

Innis Arden GC

Communication is of paramount importance to the golf course manager. The ability to communicate plans and programs to both superiors and staff many times presents a challenge.

The ever-expanding world of visual aids via the use of aerial photography is a concept every Superintendent should be familiar with today. Communicating daily work plans for property covering several hundred acres to a dozen or more individuals will test the best golf course managers. Many superintendents are aware of horror stories when daily work orders were misunderstood by crew members: areas to be watered were not; areas not to be sprayed were; and in some extreme cases, wrong trees removed! Volumes could be written on this subject, some humorous; some not.

The communication challenge centers around taking ideas first conceived in our mind and which must then chronologically follow several steps to reach a point where they are finally translated into the finished product in the field. When I came to Innis Arden in 1977, we had an aerial photo of the course which, at that time, was three years old. I promptly placed it in a prominent location in the crew's quarters and began to use it in conjunction with the daily work orders. This helped in the orientation



The aerial photo, held by Mark Angerosa, Assistant Superintendent, Innis Arden GC.

of staff members to the exact area in which they were to perform a particular task.

1983 brought many changes to Innis Arden due to the major renovation work completed under the direction of Jeff Cornish and Brian Silva. We realized that our existing aerial photo had become obsolete. Over the years, I had heard of some courses outlining their irrigation system on the ground before having a new aerial photo flown. The idea sounded like a good one, and I began making plans to paint all sprinkler heads and outline all greens and fairways before having the new aerial photo taken.

Making the arrangements for a flyover under the proper conditions is easier said than done. In some ways, it is not unlike the space shots from Cape Canaveral which require a certain "launch window" or limited time frame in which the launch can proceed.

The flyover should take place at a time when the following conditions have been met:

1. The course is clean of fallen leaves and other debris.
2. There is no snow or ice cover.
3. Trees are in their dormant stage

(continued on page 4)



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# Presidential Message

## A Necessary Change

At the January meeting of the Met GCSA Board of Directors, an important change in operating procedure was recommended by the Tournament Committee, voted upon and approved by the Board. This procedural change was requested by the Tournament Committee that has the responsibility for obtaining club sites and completing the arrangements for our monthly tournaments and meetings.

The Tournament Committee recommended that the system allowing members of the Met GCSA to sign for food and beverages at clubs hosting Met GCSA golfing functions be suspended and, in place of the signing privileges, Met GCSA members be asked to pay cash for food and beverages purchased at these clubs.

The reasons that precipitated this change in operating procedure have been well documented: When the privilege of signing is in effect, the Clubs hosting our functions must bill the Met members directly from chits signed that day; or the Met GCSA pays the host club totally, and in turn bills the Met members for their charges. It frequently takes from 60 to 90 days for the "system" to process the necessary revenue flow. This practice places an excessive burden on the hosting clubs, that have made every effort to extend their hospitality. When the Association pays the bill in full out of its treasury, cash flow pressures are placed on an Association of our size with its limited resources. We must accept the responsibility of insuring that our debts are paid in a timely manner. The tediously slow flow of moneys billed via the privileged signing process tarnishes the strong professional image Superintendents and our Association want to project and maintain.

The benefits from a cash system are many. The Met GCSA will be establishing an efficient financial relationship with clubs, ending the extended monitoring of moneys due, and the need for repeated billings. The Met GCSA will now be able to pay the host club in full with the day's reservation money at the end of each event, rather than paying out of our own resources and then slowly collecting moneys to replace the funds. Furthermore, the Met GCSA will save approximately \$1,000 a year in uncollected debts and at least \$200 in postage for its accounts receivable billings. Finally, the Met GCSA is now doing what every other GCSA Chapter in the area has already elected to do – for reasons that are similar to the above.

On the day of the event, lunch, dinner, and beverage tickets will be sold for that day's event. Any unused beverage tickets will be refunded at the end of the evening.

Every effort will be made to send the monthly meeting notices to the membership far enough in advance of the event to allow each member sufficient time to make the necessary financial arrangements.

As always, we strongly encourage each member to honor the reservation system, which is necessary to give the host club accurate counts for golf and dinner, and to allow for your Committees to plan for a successful day. Please return those reservation cards well in advance!

The Board of Directors appreciates your cooperation on this matter. We expect 1986 to be a healthy and fruitful year for all our Met GCSA members and their families.

Peter Rappoccio  
President

Right to reprint must  
be requested of the Editor.



# The Job Chase – Learning From the Winners

John J. O'Keefe  
Westchester Hills GC

1985 was an unusual year from the point of view that upwards of 20 Golf Course Superintendents positions within the area opened during the year – for many familiar reasons.

Your *Tee To Green* Staff recognized that it would be helpful for the average Met GCSA member to learn why those who were selected for new positions think they got their jobs. Why do they think they had a “competitive edge?” Accordingly, each was asked the same question: “In your opinion, what was the most important factor that helped you get your new position?” The following answers have been submitted for our benefit and review.

**STEVE CADENELLI** – *Links At Vista Center* (NJ): Steve feels the major thing that helped him was experience and the ability to convince his new employers that he would be able to apply this experience in a successful manner at Vista Center.

**JOHN CARLONE** – *Middle Bay CC* (LI): John believes the most important reason for his getting a new job was his past experience as an Assistant and the expectation he would be able to begin to deliver Westchester CC and Stanwich standards to Middle Bay.

**STEVE FINAMORE** – *Essex Fells CC* (NJ): Steve has the sense that a letter of recommendation from a fellow Superintendent who had played Wykagyl and appreciated what Steve was doing there played an important role in his hiring. Another letter from the USGA backing up Steve's fairway management program philosophy was also helpful.

**WILL HEINTZ** – *Hampshire CC* (W): Will feels that walking and critiquing the golf course with a fellow Superintendent

prepared him for a solid interview. Also, a clean, well organized resume and covering letter were valuable.

**MEL LUCAS** – *Round Hill Club* (MA): Mel feels he won his new job by taking the initiative to get a first interview with the help of Architect Robert Trent Jones and then doing well once it came.

**DENNIS PETRUZZELLI** – *Redding CC* (CT): Dennis thinks that showing initiative and professionalism was important. Also – evaluating the golf course beforehand allowed him to present new program ideas at the interview. Then, a little luck also helps.

**MIKE REEB** – *CC of New Canaan* (CT): Mike feels he was given this opportunity because of his preparation in walking the golf course and making himself familiar with its values and problems. Mike also spent a lot of invaluable time with the previous Superintendent – all of which made for a knowledgeable candidate.

**PAT VETERI** – *Alpine CC* (RI): Pat feels that 25% of his success was due to a good interview, 25% was previous experience and 50% was just basic luck. Something that helped a lot during the interview was Pat's photo portfolio which illustrated before and after scenes of club projects at the Canyon Club.

What we have learned from these examples is that while everyone goes about things in their own way – some very common factors are working all the time. These are: experience, preparation, initiative, documentation and good old Lady Luck. ■

*Fortune* magazine offers the following profile of our country's top executives and managers: They have a healthy ego, a fondness for competitive sports and a lot of experience moving from city to city.

## Coming Events

### February

11	CMAA Green Section Conference	Hartford, CT
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### March

3-7	Massachusetts Turfgrass Conference	Springfield, MA
13	Met GCSA Board Meeting	Fairview CC
26	Met GCSA Spring Membership Meeting	Westchester Hills CC
26-27	GCSAA Seminar: "GC Design"	Albany, NY

## CLUB POWER

85%  
of all the  
business decisions  
made in this country  
are made by members of  
private clubs.

**Aerial Photography** (continued from page 1) without leaves or buds which would impair visibility.

4. There are minimum shadows. Ideally, flyover should take place at high noon.

5. Clear weather conditions exist.

6. There has been adequate lead time for proper painting of the course.

In mid-March of 1985, all plans were set in motion and Keystone Aerial Photo of Philadelphia photographed the course at a cost of \$550. The new aerial photo came out perfectly thanks to the careful preparation ground work done by Dave Kerr, then Assistant Superintendent and Mark Angerosa, our current Assistant. The scale used was one inch to eighty feet. All sprinkler heads were painted with six foot by six foot "x's" and all perimeters of greens and fairways were outlined with broken white lines prior to the flyover. Our local power company located the underground electric lines leading to our pump house and maintenance shop and these too, were painted.

In addition to the instantly improved orientation of crew members for daily work assignments, it was obvious that additional visual aids could be made and utilized in

conjunction with the photo. The idea of designing different "overlays," incorporating various maintenance programs, proved to be invaluable. The photo was framed with wood raised somewhat higher than the actual cover glass itself. A dozen pieces of clear plexiglass were then purchased, each designed to fit precisely within the frame and over the photo. To date, the following "overlays" have been designed and are in use at our Club:

#### **Overlay for Tree Inventory and Maintenance Record**

All major trees on the course are identified on this overlay and its corresponding inventory record with a number and letter combination. The number identifies the hole on which the tree is located and the letter identifies the tree species. For example, the inventory record explains that tree "1A" on the overlay is a White Oak on hole number one. It also records a complete history of all maintenance work and related costs relative to that tree.

#### **Overlay for Wilt Areas**

All areas susceptible to wilt are colored red on this overlay. This helps in the training of new irrigation personnel.

#### **Overlay for Crabgrass and Goosegrass Areas**

Areas that have been problems in the past are highlighted on this overlay which helps in targeting next year's preemergence herbicide program.

#### **Overlay for Wet and Soft Areas**

Because an overly wet springtime at our sea level course can prove disastrous for maintenance equipment getting stuck, a Wet/Soft Area overlay helps new staff members avoid problem areas of this kind.

#### **Overlay for Weed Whip Work**

All weed whip areas are on their own overlay allowing summer help to quickly identify areas to be cut prior to going out to their field assignments.

These are but a few programs which we have "maintenance mapped" through the use of overlays so far. I am sure there are many other programs which would be appropriate for "maintenance mapping" and I would appreciate hearing about any new ideas you may have. ■

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## Finding Your Job Personality

Companies across the United States are warming up to the hottest diagnostic tool around, typology – the science of determining people's different personalities through testing. People with different personalities have vastly different ways of receiving and processing information.

Typologists claim that those who have attained the greatest professional satisfaction are the ones who have chosen jobs suited to their own personality type. Unfortunately, most people are not that self-aware that they can identify their personality type. As a result, many often end up pursuing careers that are not particularly well suited for their personality. That is why tests have become invaluable tools for career counselors.

People can be classified into one of the four following types: **INTUITIVE TYPES** – who view the world through a wide angle lens, are interested in the big picture and often ignore the accompanying details; **SENSING TYPES** – on the other hand, enjoy precision work and are more patient executing mundane or trivial tasks; **THINKING TYPES** – base their decisions on logic and are often uncomfortable dealing with people; **FEELING TYPES** – are more concerned with how their decisions will affect others.

None of the above classifications relate to intelligence, nor is one necessarily better than the other. To help identify your personality and without looking at the Answer Table at the right, circle the word in each of the following pairs that appeals to you the most. Don't deliberate, go with your first reaction:

### Answer Table

1. firm	warm	(T/F)
2. theory	practice	(I/S)
3. construct	invent	(S/I)
4. benefits	blessings	(T/F)
5. convincing	moving	(T/F)
6. statement	concept	(S/I)
7. determined	committed	(T/F)
8. facts	ideas	(S/I)
9. practical	imaginative	(S/I)
10. justice	mercy	(T/F)
11. thoughts	emotions	(T/F)
12. literal	symbolic	(S/I)

Tally how many answers you had in each of the four type categories. Your highest score will indicate your dominant mode of thinking and reacting. This is only a mini-test and not a full-fledged analysis. ■



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## The Alcohol Question

Ignoring an intoxicated employee or fellow member at an association function is not wise. It can be downright dangerous.

Just as with the host club, your Association must now accept responsibility under the law for the drinking habits of its members – including the occasional individual who has gone "too far."

The following four point plan has been adopted by many associations across the country: (1) *Schedule carefully* – limit the length of time alcohol is served, avoid "Happy Hours;" (2) *Set the right tone* – encourage conversation and not cocktails, avoid long buffet lines that "push" people to the bar, remember – food slows down the absorption of alcohol and make it readily available in one form or another; (3) *Control the flow* – specify with caterer (club) that only 1.5 ounce drinks (or less) should be poured, provided for refunds for script tickets at the end of the evening; and (4) *Watch for problems* – help each other out.

## Leadership Myths

Leadership myths abound and tend to discourage potential leaders from taking charge of their lives and careers – advises Warren Bennis and Burt Nanus in their recent book, entitled *Leaders*, on the subject. Following are some of their comments from a recent magazine article on the book that seeks to dispel these myths.

**MYTH ONE** – *Leadership is a rare skill.* Nothing can be further from the truth. While great leaders might be rare, everyone has leadership potential – as everyone has some ability to run, act and paint. There are literally millions of leadership roles throughout the country that are being filled by average Americans more than adequately. Also, people may be leaders in one organization and have quite ordinary roles in another. The truth is leadership opportunities are plentiful and within the reach of most people.

**MYTH TWO** – *Leaders are born, not made.* Wrong. The truth is that the major capacities and competencies of leadership can be learned and we are all educable. Nurture is far more important than nature when it comes to leadership.

**MYTH THREE** – *Leaders are charismatic.* Some are, most are not. Over 90% of our leaders of today lack John Kennedy's beguiling "grace under stress" image. In reality, it works in the opposite direction – charisma results and develops from effective leadership, not the other way around.

**MYTH FOUR** – *Leadership exists only at the top of an organization.* This is obviously false and results because the media often only focuses on the top of organizations. The larger the organization, the more leadership roles it will have. Different forms of leadership are found at every level within an organization.

**MYTH FIVE** – *The leader controls, directs, prods and manipulates.* This is, perhaps, the most damaging myth of all. Leadership is not so much the exercise of power itself as it is the empowerment of others. Leaders lead by pulling not pushing, by inspiring rather than ordering, by creating achievable expectations and rewarding progress toward them rather than manipulating, by allowing people to use their own initiative and experiences rather than by denying or constraining their experiences and actions.

Everyone can identify and grow into leadership roles. ■

Winter Projects Report in next issue.



## Games Executives Play

Playing "games" on your home computer is not a new idea. The concept has been around for a while and has, by now, lost much of its appeal – due to the relatively light nature of the programming involved.

Not any more. Today's computer game software is being designed with the following three purposes in mind: (1) fun; (2) educational gain; and (3) requiring the user to become more proficient when working at the key board. The following games are present favorites with the executive world and are judged to give the best work outs – according to *Working Smart Magazine*.

**AMERICAN DREAM** (\$119.95) – runs on IBM PC and compatibles; from Blue Chip Software (818-346-0730). A dream come true for take charge types, this management simulation allows connoisseurs to play CEO for 72 operating months. As a head honcho of a mid-sized robotics firm, you oversee seven departments, assimilate vast amounts of business data and then make the right moves within your mission. At the end, you are rated on bottom-line results.

**MILLIONAIRE** (\$49.95) – runs on Apple II, IBM PC and compatibles, Macintosh, Commodore 64; from Blue Chip Software (818-346-0730). Here's your chance to play the market with \$10,000 in your pocket. This game has been known to teach even corporate chieftains a thing or two about Wall Street. You are dropped down into the 14th week of a 91 week market season, asked to make the right decisions about the stock of 15 actual corporations and make \$1,000,000.

**WORD CHALLENGE** (39.95) – runs on Apple, IBM PC and compatibles, Commodore 64 and Macintosh; from Hayden Software (617-937-0200). Build up your vocabulary within a 90,000-word computer game. The basic rules of *Boggle*, the Parkers Brothers cube game, apply here – only playing on a computer makes it manageable, fun and humbling.

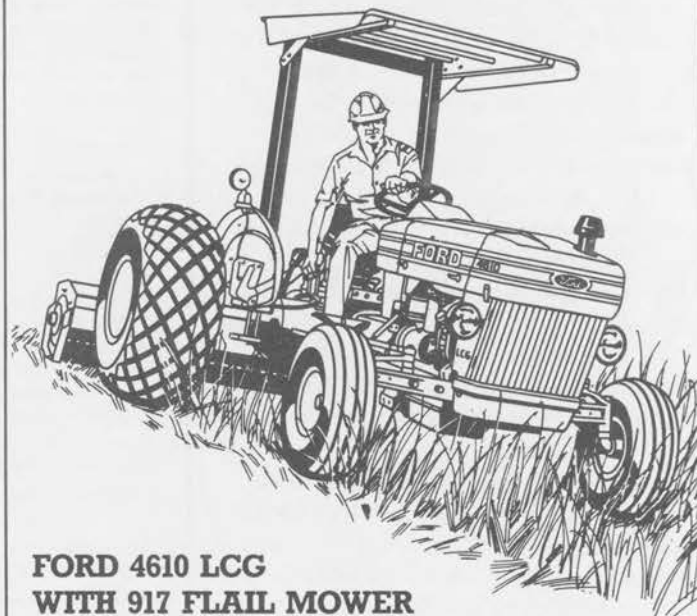
**LODE RUNNER** (\$34.95) – runs on IBM PC and compatibles, Apple II, Atari, Commodore 64; from Broderbund Software (415-479-1170). Sure to draw Harrison Fords of the business world out of the closet. Fast paced, loaded with tight spots, tough situations and strategic planning.

**BALANCE OF POWER** (\$49.95) – runs on Macintosh; from Mindscape, Inc. (312-480-7667). Perfect for the Kissinger types. This is an anti-war game that puts a do-or-die priority on diplomacy. You have the choice of assuming the role of the President of the USA or the General Secretary of the USSR through an eight year term in office. Mis-management of conflicts leads to nuclear war.

**MAJOR LEAGUE BASEBALL** (\$89.95) – runs on IBM PC and compatibles; from Random House (800-638-6460). Unlike most computer ball games, this one is entirely statistical. The actual stats of 26 teams and 676 major league players are factored into the program. You play team manager. Using numbers to your advantage is the name of the game. A play-by-play announcer adds a little life to the game.

It is a rare opportunity when we can have fun, learn something meaningful and gain computer experience. ■

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## Board Activity

The Met GCSA Board of Directors met on January 15th at the Westchester Country Club. President Peter Rappoccio welcomed newly appointed John Carlone to the Board – as the Class B representative.

The Board acknowledged that 1986 dues billings had been mailed to the membership. It was also noted that a mailing to over 440 Class A and Class B members of local GCSA Chapters had been completed – soliciting interest in the new Associate Member Program.

The Board was advised by Membership Committee Chairman Scott Niven that the 1986 Membership Directory would go to the printer on or around March 1st and would be sent to the membership later that month. The Board acknowledged the Class B members' requests for a meeting of their own this Spring and will so schedule one after talking to the Class B members at the March 26th opening meeting at *Westchester Hills*.

The Education Committee advised that it would be conducting a survey of those attending the January Seminar at *Fairview* for purposes of evaluation. The fact that about one-half of those attending this Seminar did so without a reservation was of concern to the Board and Education Committee. It was clearly understood that a special effort would be made to seek closer membership support and understanding with reservation programming.

It was noted that the Chapter was still without a site for the July tournament. After discussion, the Board elected to require members to pay cash for food and beverage purchases at meetings this coming year. The practice of signing for such purchases was discontinued to allow the Chapter to better manage its programs and finances.

The Board reviewed the incomplete financial report from the Christmas Party with interest and confirmed its ongoing intention to underwrite the cost of the band on a year to year basis.

Scholarship & Research Chairman Rick McGuinness advised that his committee would meet immediately following the Board meeting to complete 1985 business and to initiate 1986 planning.

The Board was advised that Bob Alonzi had been authorized to sell Met GCSA golf shirts for \$18.00 and Met GCSA sweaters for \$25.00. Over 50 shirts had been sold to members to date. Members wishing to

## Credit Goes A Long Way

Even though we know it is in our best interest to give credit where it is due, many of us do not feel comfortable with the "pat on the back" routine. Why the reluctance? Four of the most common reasons are: (1) "Who credits me?" (2) "People will misunderstand my intent;" (3) People will make more of it than they should;" (4) It's just not my style."

Research has shown that the most successful managers credit others as often as possible. They have learned early on that there is a close relationship between the amount of credit they give others and the cooperation they get in return.

Most people need to have their efforts and accomplishments recognized – verbally, with salary increases, or promotions. Often the manager can not give the latter two – and, therefore, must rely on giving verbal support.

In addition to being a powerful motivator, crediting is one of the most effective ways to guide people's efforts by telling them, indirectly, which activities are crucial and which are not.

Crediting should not be reserved only for those who report to you. Credit any deserving person whose performance or cooperation will make your work life easier. In other words, don't overlook associates, suppliers, distributors, members and others within your organization.

The guideline for giving credit is simple: give it out when someone deserves it. The following situations beg for special recognition: (1) Work that goes beyond the call of duty; (2) Work that is right on target; (3) When a subpar performer shows signs of improvement; and (4) When creative thinking takes place on the job.

A good thing can be overdone. If you credit too often, people will inevitably lose respect for the value of your credit, or become so dependent on your plaudits that you dare not let up. A good rule of thumb is, "Credit frequently when it is deserved, but not every time and not on a set schedule." ■ *(Smart Times.)*

buy Met GCSA soft goods can call Bob Alonzi.

The Board will next meet on March 13th at *Fairview CC*. ■



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1-800-243-9094

## **Metro Milorganite, Inc.\***

John G. Wistrand & Anthony L. Grasso  
P.O. Box 267  
Hawthorne, NY 10532  
914-347-4222

## **MONTCO/SURF-SIDE/ZAP!**

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Box 404, Ambler, PA 19002  
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Bus: 215-836-4992/Home: 215-628-3144

## **O. M. Scott & Sons\***

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226 Barry Scott Drive  
Fairfield, CT 06430  
203-336-9890

## **Partac Golf Course Topdressing**

Kelsey Park  
Great Meadows, NJ 07838  
James Carriere & Sons/J. & B. Trucking  
914-937-2136/Bill & Joe Carriere

## **Pro-Lawn Products, Inc.\***

Stephen M. Kotowicz  
30 Nashville Road  
Bethel, CT 06801  
203-792-3032

## **The Reichert Company\***

Automotive Lubricant Distributor  
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Riverside, CT 06878  
203-637-2958

## **Rhône-Poulenc Inc.**

Samuel L. Horst  
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Stockton, NY 08559  
201-996-4306

## **Stephen Kay, Golf Course Architect\***

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## **Steven Willand**

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Fairfield, NJ 07006  
201-227-5656

## **Terre Company\***

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206 Delawanna Avenue  
Clifton, NJ 07014  
201-473-3393

## **Turf Products Corporation\***

Al Tretara – Joe Kennedy  
1496 John Fitch Boulevard  
South Windsor, CT 06074  
203-528-9508

## **Westchester Ford Tractor\***

Goldens Bridge, NY 10526  
914-232-7746  
John Apple  
Hubert Greene & Jeff Underhill

## **Westchester Turf Supply, Inc.\***

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Bus: 914-277-3755/Home: 914-248-5790

## **York Chemical Co., Inc.**

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516-741-4301  
Toll Free: 800-645-6007/800-248-4959