

recognition can take on many forms, from a simple "atta boy" to a written note. Never underestimate the power of the written word, the time it takes to write out a note might just be the most productive thing you did that day.

The key to successful recognition is to be sincere, remember your not just talking to just anybody here; this person is vitally important to your success and is your most valuable asset. If we manage employees whose first language is not English then learning a little of their language can be very helpful and also demonstrates their importance to us. If possible, recognize them in their first language.

### Walk your enthusiastic talk

Do as I say, not as I do? Sorry, that doesn't get it done. Just as we watch our employees, they watch us. If we want motivated, enthusiastic employees then we must be motivated and enthusiastic ourselves. Enthusiasm is contagious; Dale Carnegie used to say,

"Enthusiasm is the little recognized secret to success."

When customers tour The Toro Company's manufacturing facilities they often remark about the enthusiasm of the people who assemble our products, and it's true, they are an amazing group of dedicated folks. But that type of enthusiasm does not happen by accident, to make a superior product takes superior people and the leaders work daily to ensure their people stay motivated. Long-term success demands that we do the same, keep ourselves enthusiastic and model the behavior that we want from our employees everyday.

### Keep people informed and answer all questions

Most managers hate rumors. Rumors cause all kinds of problems: Lost productivity, low morale and even turnover. Information is the enemy of rumor! If we want motivated employees then we need to keep them as informed as possible. There

is no question that every organization has trade secrets and that some information, such as personnel records, should be kept private, but too many companies and managers withhold information from their team just because they can.

We use information as a power source instead of using it to empower and motivate our people. We assume and act as if information is only for the "important" people in our organization or that too much information will start rumors. I repeat, information is the enemy of rumor. Meet with your team often; if there is no information to share tell them so, don't just ignore them. If someone has a question that you can't answer, find the answer and get back to them; if the question was asked in front of the group, then get back to the group with the answer.

### Communicate one on one

Do you know who works for you? I

*continued on page 33*

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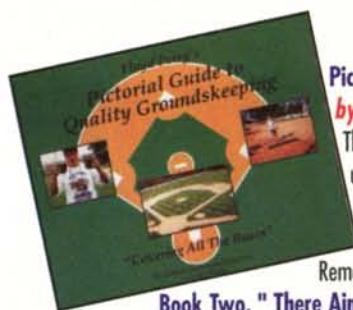
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## The ABC's Grounds Maintenance: Volume I Softball Fields, by Ground Maintenance Services,

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## The ABC's Grounds Maintenance: Volume II Baseball Fields,

by Ground Maintenance Services,

A videotape training series for Baseball groundskeepers. Computer graphics and detailed explanations provide unique insight and understanding of athletic field care. These videos also make great teaching tools for new, part-time & temporary field assistants. Features setting/rebuilding; homeplate area; rebuilding pitchers mound; sodding dugout walkways; application of crushed; brick; rounding infield crescent; complete infield; repair of turf; fertilizing & over-seeding, patterns; reducing infield lips; removal of dew from grass; water removal in clay areas; edging the running track. VIDEO. 55 Minutes.

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don't mean just their names, I mean really know them. If we are going to be successful in motivating our people then we need to know what motivates them. We can't do that without understanding them and getting to know what makes the person who they are, how they make decisions and what types of goals they may have. How much sense does it make for us to decide what will motivate someone else?

We have probably all heard that the best way to manage a team of people is to treat everyone the same. Makes sense right? No favorites here! Maybe we should re-think that. After the Dallas Cowboys had won their first Super Bowl under Jimmy Johnson, he was asked about his secret for keeping his team motivated during the ups and downs of a long season. His answer was that he treated each player differently. He reasoned that since they were all different, it would be very ineffective to treat them all the same. His results speak volumes about his methods.

Periodically "inner-view" your employees. No, that is not a typo, I am suggesting that you get the "inner" view of your team so that you can motivate each employee differently. If you want to know exactly what motivates a particular employee, then make that one of your "inner" view questions.

### Coach, coach, coach

Coach constantly; coach when they do "it" right and when they don't. Coach every time you see an opportunity, as soon as you see the opportunity. If you are going to coach for corrective action then you need to wait for a private moment, but coach as soon as you can. Begin with something they are doing right and make the fault seem easy to correct. If you are going to coach to re-enforce some positive behavior then go ahead and do it publicly, it will double as recognition.

If you are going to use a compliment then remember that a true compliment has two parts, the compliment and evidence to support why

you said it. For example, I might say nice job to an employee who has done a good job raking an infield. That's an okay bit of recognition, but when I say nice job and then tell them that I used to rake infields and know how tough a job it can be, it adds more weight to my compliment. Challenge people when coaching, give them a fine reputation to live up to and they will seldom let you down.

One last bit of advice on motivating quality employees: Motivating should become a habit. It should be as normal as putting on shoes in the morning. Use the ideas that we discussed above for 21 days and they just might turn out to be a habit for you. One trait that all successful people have in common is that they have developed the habit of doing things that less successful people don't like to do. Will you be successful in motivating your employees? The answer is in your hands.

*Steve Keating is the sales training manager for The Toro Company's Commercial Equipment Division headquartered in Bloomington, Minn.*

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# STMA in Action

## And Then Some

Super Bowl XXXV was Super. Perhaps that was due, in part, because so many STMA Conference attendees had the opportunity to get an up close and personal look at the field during the week before the main event. They observed first hand why the intensive process of preparation is a must for one of the most highly scrutinized venues in the world.

Since the STMA Conference Headquarters Hotel, the Tampa Marriott Waterside, was also the Headquarters Hotel of the NFL, sportscasters from around the world were gathering there. It was obvious that during the week they all made their way over to Raymond James Stadium to take some still or action shots of the field to augment their pregame reporting. So the actual scrutiny began long before the crowds arrived on game day.

Then, on Super Bowl Sunday, that George Toma "and then some" factor was a key ingredient in the playability and aesthetic appearance of the field as viewed by the crowd and the TV cameras during the game and all the game-related festivities.

As the spring season kicks into high gear, sports turf managers everywhere will be exhibiting their own "and then some" spirit. You do it because you know the safety of your athletes is every bit as important as that of those million dollar players of Super Bowl Sunday. You do it because you know the scrutiny at your facility is every bit as intense and as important to your program and your events as the scrutiny of the Super Bowl field. You do it because you are committed to providing the best sports surfaces for all levels of play. It's that "and then some" factor, which is just a super as you are.



*continued on page 36*



## Get Serious With STMA

### Application for Membership



The Sports Turf Managers Association (STMA) is an organization of professionals representing all segments of the sports turf industry. Our members work to combine the science of growing turfgrasses and the art of maintaining both natural and artificial athletic field materials to produce safe and aesthetically pleasing playing surfaces.

STMA provides members with a variety of benefits, including: educational opportunities; support for sports turf research; facilities tours; a national awards program; certification program; job hotline; website: [www.sportsturfmanager.com](http://www.sportsturfmanager.com); access to the STMA National Conference & Exhibition; complimentary subscriptions to Sports Turf Manager and sportsTURF Magazine; and MUCH more!

**If you're serious about the sports turf industry, then it's time to become a member of STMA. Join today!**

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| <input type="checkbox"/> Va - Additional (from same Commercial Co.)                               | \$ 50    |
| <input type="checkbox"/> VI - Student (w/valid ID) (non-voting)                                   | \$ 20    |
| <input type="checkbox"/> VII - International (other than commercial) (must be in US dollars)      | \$ 85    |
| <input type="checkbox"/> VIII - Research, Teaching & Cooperative Extension Personnel              | \$ 85    |
| <input type="checkbox"/> Chapter Dues (Call Headquarters for amount)                              | \$ _____ |

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**APOPKA HIGH SCHOOL SOFTBALL COMPLEX**, Apopka, FL, Softball Field of the Year

**HERSHEYPARK STADIUM**, Hershey, PA, Professional Soccer Field of the Year

**THE SOCCER FIELD OF TEXAS A&M UNIVERSITY**, College Station, TX, College/University Soccer Field of the Year

**THE WRIGHT NATIONAL SOCCER CAMPUS OF THE NATIONAL SOCCER HALL OF FAME**, Oneonta, NY, Municipal/Parks and Recreation Soccer Field of the Year

**RYAN FIELD OF NORTHWESTERN UNIVERSITY**, Evanston, IL, College/University Football Field of the Year

**OLMSTED FIELD OF THE CITY OF WESTBROOK**, Westbrook, ME, High School/Parks and Recreation Football Field of the Year

For more information on the Field of the Year Awards Program, or on STMA and its goals and objectives, please contact STMA Executive Director Steve Trusty at 712-366-2669 or 800-323-3875, fax: 712-366-9119, or e-mail: SportsTMgr@aol.com. Visit STMA's Web site at: [www.sportsturfmanager.com](http://www.sportsturfmanager.com).

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# Chapter News

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## Chapter News

**WELCOME** to the four newly affiliated STMA Chapters: Mo-Kan, Nebraska, New Jersey and Virginia. All of these Chapters were officially recognized at the STMA Annual Meeting held in Tampa, Fla., on Jan. 20, 2001.

**Arizona:** The Arizona Chapter's Spring Kick Off Meeting will be held on Friday, April 20, in the Phoenix area. For information on the chapter or other upcoming events, contact: Bill Murphy, City of Scottsdale Park, Recreation and Facilities Manager, at e-mail: [bmurphy@ci.scottsdale.az.us](mailto:bmurphy@ci.scottsdale.az.us) or phone: 480-312-7954.

**Colorado:** The 2001 CSTMA board of directors are: President, Troy Smith, CSFM, Denver Broncos; Vice-President, Kalin Stovall, Colorado State University; Past President, Jim Mueller, Hall-Irwin Companies; Commercial Officer, Dave Cromley, Helena Chemical Company; Directors: Riley Caldwell, Denver Parks & Recreation; Ryan Jensen, City of Broomfield Parks Department; Phil McQuade, Jeffco Stadium; Tom Moody, Auraria Campus; and Dan Rockne, Foothills Parks & Recreation. For information on the Colorado Chapter or upcoming activities, log on to the Chapter's Web site: [www.CSTMA.org](http://www.CSTMA.org) or call the CSTMA Chapter Hotline: 303-346-8954.

**Florida Chapter #1:** For information on the Florida Chapter or pending activities, contact: John Mascaro at 954-341-3115.

**Gateway (St. Louis):** For information on upcoming events or on the chapter, contact: Mark Jennings at 314-983-5345 or Jim Anthony, Saint Louis University, St. Louis, at: 314-977-2956.

**Indiana:** For information on the Indiana Chapter or pending activities, contact: Terry Updike, B & B Fertilizer, at 219-356-8424.

**Iowa:** The Iowa Chapter will be joining the Minnesota Chapter for the annual Clash on July 13 and 14. For information on the Iowa Chapter or upcoming activities, contact: Lori Westrum at The Turf Office at 515-232-8222 (phone) or 515-232-8228 (fax) or e-mail: [Lori@iowaturfgrass.org](mailto:Lori@iowaturfgrass.org).

**Keystone(KAFMO):** The Northwest Pennsylvania Athletic Field, Turf, & Ornamentals Conference will be held on Tuesday, March 20, 2001, at Allegheny College in Meadville, Pa. This event is co-sponsored by KAFMO/STMA, Penn State Cooperative Extension and Allegheny College. Athletic Field Topics to be covered at this Conference include: Record Keeping with Technology, Eight Steps to an Easy Field Facelift, Soccer Goal Mouth Renovation, Poor Directions Followed Well, and Sports Field Preventive Medicine. For further information on this event, please contact: Jeff Fowler at 814-437-7607. For information on the KAFMO/STMA Chapter or other upcoming events, contact: Dan Douglas, Reading Phillies Baseball Club, at 610-375-8469, ext. 212 or via the chapter

e-mail address: [kafmo@aol.com](mailto:kafmo@aol.com).

**Michigan:** For information on the Chapter or other pending events, contact: Rick Jurries, West Ottawa Public Schools, at 616-738-6974 or click on your computer to [www.mistma.org](http://www.mistma.org) to visit the chapter's NEW Web site.

**Mid-Atlantic (MAFMO):** For information on the MAFMO Chapter or pending activities, contact the Hotline: (410) 290-5652.

**Mid-South:** For information on the Mid-South Chapter or upcoming events, contact: Robert Bodi at [TURF419@aol.com](mailto:TURF419@aol.com) or Jim Calhoun at 901-755-1305.

**Midwest:** The Midwest Chapter will do a volunteer field renovation project for Avon Township Little League on Saturday, April 28, beginning at 8 a.m. The rain date for this project is May 5, with the same starting time. For information on the Midwest Chapter or pending activities, call The Chapter Hotline: 847-622-3517.

**Minnesota:** The Minnesota Chapter is planning their annual Minnesota/Iowa Chapter Clash for July 13 and 14. The annual Tour on Wheels will be held on July 25. For information on the Minnesota Chapter or other upcoming events, contact: Ron Unger, Director of Parks & Recreation, City of Kasson, by phone at: 507-634-4165 or via email at: [ParkNRec@CityofKasson.com](mailto:ParkNRec@CityofKasson.com).

**Missouri-Kansas:** The MOKAN Chapter will be holding a Spring Outing/Training Session in mid-March. Details to be announced soon. For information on the MOKAN STMA Chapter, or on upcoming events, contact: Trevor Vance at 816-504-4271; Gary Custis at 816-460-6215; or Jody Gill at 913-681-4121.

**Nebraska:** For information on the Nebraska Chapter or upcoming events, contact: Gregg Bostelman, City of Grand Island, at 308-385-5426.

**New Jersey:** For information on the New Jersey Chapter or upcoming events, contact: Jim Gavigan, Lesco, at 732-248-8979 or Eleanora Murfitt, Director, Township of Clinton Parks & Recreation Department, at 908-735-5999.

**North Texas:** NTSTMA will hold its spring educational meeting at the new Gerald J. Ford Stadium on the SMU campus in Dallas on March 20, 2001. Registration will begin at 8 a.m. and the meeting will adjourn at 3:30 p.m. Rob Anthony and his staff will discuss their maintenance program for the stadium and other sports fields on the SMU campus and will also lead the group on a tour of this new facility. After lunch, Pipe & Heads will present a talk on the latest technology in irrigation controllers. Following this presentation, the group will go out on the field to observe an equipment demonstration by Professional Turf Products, Inc., the meeting's sponsor. For information on the North Texas Chapter or pending activities, contact: Dr.

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## Chapter News

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James McAfee, Texas A & M University, at 972-952-9220, or log onto [www.ntstma.org](http://www.ntstma.org) to check out the website.

**Northern California:** For information on the chapter or pending events, contact Janet Gift at 530-758-4200.

**Ohio:** For information on the OSTMA Chapter or upcoming events, contact: Joe Zelinko at 800-897-9714 or Boyd Montgomery at 419-885-1982 ext. 50, or click on your computer to [www.glstma.org](http://www.glstma.org) to visit the chapter's Web site.

**South Texas:** For information on the chapter or upcoming events, contact: Tom McAfee, Nelson Wolff Municipal Stadium, San Antonio, at 210-207-3754.

**Southern California:** For information on the Southern California Chapter or pending activities, contact: Ron Kirkpatrick at 858-453-1755.

**Tennessee Valley:** TVSTMA is planning a March meeting to be held at MTSU in Murfreesboro, Tenn. Also in the planning stages is a June Meeting at the University of Tennessee in Knoxville. More details will be announced soon. For information on the TVSTMA Chapter, contact: Bill Marbet, Southern Athletic Fields, Inc. at 931-380-0023 or 800-837-8062.

**Virginia:** For information on the Virginia Chapter or upcoming events, contact: Chapter President, Tim Swaim of Landscape Supply, Inc., Richmond, Va., by phone: 804-675-3050 or via e-mail: [cardscowboys@cs.com](mailto:cardscowboys@cs.com).

**Wisconsin:** The Wisconsin Chapter is planning a spring meeting at Miller Park, the new stadium of the Milwaukee Brewers. More details will be announced soon. For more information on the Wisconsin Chapter or pending events, contact: Richard Miller, at 608-756-1150.

### Chapters On The Grow

**New York:** A chapter is forming in Central New York. The group will meet at 10:30 a.m. on the third Wednesday of each month at the National Soccer Hall of Fame. Interested? Contact Kevin Meredith, National Soccer Hall of Fame, via e-mail at [Kevin@wpe.com](mailto:Kevin@wpe.com) or by phone at 607-432-2953.

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