

members if they have a general knowledge of your program on the golf course. This knowledge also raises the morale of your employees, and gives them a feeling of more security on the job.

10. Safety must be listed as one of our more important links when we consider the golf course workers. Constant remind-

ing of safety precautions to an employee shows your interest in him and his welfare.

There are many important links in the chain of daily planning. The superintendent who gives attention to every link will build the strongest possible chain of management practice.

Training the New Worker

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Since this is the age of "Do it Yourself," I am going to attempt to put you to work both physically and mentally—and thereby avoid having to work too hard myself. You can see that this is going to be an unorthodox presentation. You are in for a treatment rather than a treat. When it is all over, however, I hope that the experience will be a memorable one and perhaps, because of it, you will have a greater insight to the emotions and feelings of the new worker on a rather important day in his life—his first on a new job.

We are going to attempt some very simple projects and I will need your full interest, co-operation and participation if this undertaking is to prove to be worthwhile.

A Simple Project

Each of you should have three of the 5 x 8 cards normally used for office indexing. Now, the first project that I ask is for everyone to take one of your index cards and make one of these simple paper boxes exactly like the one I hold in my hand. It is a very simple box made from a flat piece of paper similar to the one you will use. With this audience of above average intelligence, we will surely have no difficulty in solving this fourth grade problem. Incidentally, this is a leakproof box as there are no cracks in the bottom or on any of the box sides. All of the edges of the paper are at or above the top level of the sides of the box. O.K. now, please, everyone take a few minutes to make one of these boxes. Your co-operation is desperately needed as the rest of my presentation depends upon your making such a box right now.

(One minute pause)

Well, I can see that things are not go-

ing too rapidly on this first project so let's have a brief word of explanation. Now if you will all stop your present work, I will show you very briefly how to make this box so that we can proceed.

Instructions

First, let's take a new sheet of paper. This should be folded into three equal parts. This is done in width as well as in depth of the paper.

Now, in the upper left hand square that has been formed by these folds, all you need do is fold from the center of the left hand margin to the lower right hand corner of this upper left hand square. Repeat this on all four corners. Very simple—it's simply a fourth grade problem.

Now, if you will complete your box as rapidly as possible we can go on to the next project. I am surprised that this room of men who have been very successful in a number of fields of endeavor (including turfgrass management) are having so much difficulty with this very simple problem. Let's apply ourselves and move forward to the next project.

Here is the box. It was made from the same type of paper that I asked you to make yours from. It was done right here before your eyes. It is a leakproof box with all of the paper edges at or above the top level of the box. There is no need to tear the paper as this is a simple folding operation.

(Several moments delay)

Well, let's all stop our work again and see if we can't get together on this very simple undertaking. There is not a great deal of mental or physical skill required and yet something has obviously gone wrong. Why didn't this work out?

- A. You have never been exposed to this type of work before.
- B. Speed of explanation.
- C. Terminology used.
- D. Mirror effect.
- E. No motivation.
- F. Poor physical relaxation in this room.
- G. There was not a "successful environment."

All right, let us correct as many of these reasons as we possibly can and put together one of these simple boxes. Before taking the third piece of paper, let me try to develop your interest or motivation in this undertaking. After all, you should know what these boxes are good for, if anything. Well, the terminology and correct name for this type of box is a "Painter's Box." Painters use them quite frequently I am told, when they are doing field work such as painting signs along the road, on store fronts, etc. This simple box holds paint indefinitely; it is leakproof; the paint cannot run out; and it gives the painter an opportunity to mix paints for a particular tone or shade that he may desire without having to use a lot of extra equipment. After it has been used, it may be easily destroyed and no cleaning or great expense has been involved. Now if you are not a painter, this box may still come in handy as it could be used in a meeting such as this one for an ash tray if one is not provided. It could also be used on camping trips as a cup or small container. If nothing else, you can amaze your friends, the wife and the children tonight by your ability to make a cup from a flat piece of paper that is absolutely leakproof at least until the paper disintegrates.

Now, let's all take the third sheet of paper and we will slowly go through a complete explanation that, in the end, you will find very simple.

As we did in the beginning, fold the piece into three equal parts in width as well as in depth. Then, starting with the upper left hand square, fold the paper from the center of the left paper margin to the lower corner of the top left square. In this manner repeat this on the other four corners. After completion, fold the ends into place. And finally, fold the flap down to lock the cup together.

In the last several minutes, I have tried to reverse tables on you. You have been

put in the subordinate's place. Exactly the same position that a new worker faces in a totally unfamiliar job. You have experienced some of his emotions and feelings. When we first started the project, there seemed to be a sense of frustration in the audience and I believe you resented me a bit when I expected you to know how to build one of these boxes without any explanation.

They say that "the first step in solving any problem is in recognizing that a problem does exist." When any of us are exposed to a totally new experience or requirement, regardless of our intelligence, we are in a difficult position and not always "ourselves." If, in the past twenty minutes, this message has been brought home to you in a forceable manner, then our "do it yourself" visit together has been a successful one.

How many times have you heard people say, "I've told that fellow a dozen times how to do that job, and still he doesn't know how." This shows that someone has done a poor job of training. "Telling" is not instructing.

Instructing is telling, plus showing, plus try-out performance and follow-up. Let the worker do the job. Ask him questions. Let him ask you questions. And before putting him on his own, make sure that you know that he knows.

It is not difficult to be a good instructor. It does require patience, tolerance, tact and an honest desire to "know your people." Re-check yourself on these points every so often. Most people want to do a good job and it is up to you to motivate them and to show them exactly what is expected of them. If you will do this, you will surely succeed along with your new crew.

Kollett Joins Green Section Staff

James R. Kollett has been appointed a Northeastern Agronomist for the USGA Green Section. Kollett, who was Senior Research Agronomist for the International Minerals and Chemical Corp., Chicago, during 1959 and 1960, will assist Alexander M. Radko, the Green Section's Eastern Director. He will be located at Lipman Hall at Rutgers University, New Brunswick, N. J., one of the six District Offices operated by the Green Section.