
VNLA - Newsletter Survey

Provided by Matt Shreckhise,
VNLA Communication Chair

Below are the results of the online/faxed VNLA Newsletter Survey to members.

616 People were contacted about the survey

There were 112 Respondents

Not every respondent answered every question

Questions	Yes	No	Sometimes
Do you read the Newsletter?	99 (88%)	2 (2%)	11 (9%)
Do you like the Newsletter layout and content?	90 (80%)	7 (6%)	
Is there information that should be in the Newsletter and is not currently there?	20 (18%)	74 (66%)	
Is there information that is not needed in the Newsletter?	7 (6%)	80 (71%)	
Are you satisfied with the frequency of the Newsletter? (Bimonthly)	99 (88%)	6 (5%)	
Would you like a shorter Newsletter more frequently?	18 (16%)	83 (74%)	
Would you like a Newsletter Quarterly with electronic updates via E-Newsletters sent monthly?	51 (46%)	50 (45%)	

Questions	Yes	No	Dial-up	High Speed
Do you have internet access?	93 (83%)	4 (3%)	13 (12%)	75 (67%)
	Hourly	Daily	Weekly	Do not use email
How often do you check your email?	34 (30%)	62 (55%)	7 (6%)	7 (6%)

What is your business type?	Results
Landscape Installation	50 (45%)
Landscape Maintenance	37 (33%)
Landscape Designer	45 (40%)
Retail/Garden Center	17 (15%)
Wholesale Grower and or re-wholesaler	43 (38%)
Allied (supplier)	14 (13%)
Associate	19 (17%)
Out of State	10 (9%)
Student	7 (6%)

Newsletter Income

Based on ad billings, the Newsletter should generate about \$82,000.00 in income and about \$72,000.00 in expenses this year. This does not include Jeff's labor.

	\$/issue	Issues	Total in- come/costs
The average income was \$14,242 per issue for the last 6 issues, not counting this year's Nov/Dec	\$14,242	6	\$85,452.00
The average printing cost was \$10,841 per issue	\$10,841	6	(\$65,046.00)
Mailing and other expenses averages \$940 per issue.	\$940	6	(\$5,640.00)
Net Income/year			\$14,766.00

Quote for Electronic Newsletter

EZ-Flip magazine 85 pages 6 / yr.	\$425 /issue
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Other States that offer their Newsletters online

States	Fre- quency	Kept Cur- rent
Hawaii	Quarterly	No
Illinois	Monthly	Yes
Maine	Quarterly	Yes
Maryland	Bi-Monthly	No
Mississippi	Quarterly	Yes
Oregon	Monthly	Yes
Texas	Monthly	Yes
Utah	?	No
West Virginia	Bi-Monthly	Yes

The VNLA Newsletter survey generated many comments, compliments, criticisms and suggestions. We consider and appreciate all of your input and we hope as members you continue to give us suggestions on improving your Newsletter.

Many of the comments had a similar theme and in the interest of space we've summarized them.

The most frequent comments were in regards to the layout. While 80% of the respondents like the layout and content others believe that the layout

could be more "like a magazine", by adding more "human interest" stories, pictures, and features.

People would also like to see more updates on issues facing growers, pesticide problems, weather conditions, national legislation, and dealing with a down economy.

In addition members want more information on regional associations, and industry news from surrounding states.

Most everyone is satisfied with the frequency of the Newsletter and about half would be open to a

monthly E-Newsletter and a printed Newsletter sent quarterly.

A common concern about E-Newsletters is that people get too much email as it is and they probably wouldn't read it or at least very thoroughly. There were also comments to the contrary.

Thank you again to everyone who participated in the survey. We appreciate all of your comments and suggestions.

- *provided by Matt Shreckhise,
VNLA Communications Chair*

Tips – Recognizing Winter Damage

VNLA – Certification Quiz Article #41



If you are a Virginia Certified Horticulturist, read this article and answer the quiz questions on page 50, fax/mail the Quiz Answer postcard and get 1 CEU towards your re-certification requirements.



I can find symptoms that are subtle or profound, and chronic or acute, but I have also noted over many years of dealing with it that its symptoms can range from nothing more than an evergreen shrub's burned or scorched leaf margins to total kill of deciduous tree flower and leaf buds. As we cross the United States its expressions will vary due to differences in macro- and micro-climates, and obvious differences in plant pallets, but it is none-the-less unwanted, and unfortunately, difficult to avoid. I have also observed, and have confirmed in discussing it with colleagues, that it is increasing as extremes continue to intensify and exceed past records.

It is winter damage to landscape plants, whether anticipated or unexpected, and whether occurring in New Mexico or New York. Winter damage can range from total destruction of plants to minor "inconveniences" that come spring may necessitate a bit of pruning or leaf removal, to many in-between responses.

Many of the in-betweens, such as late frost turning lovely early flowers on deciduous magnolias to mush, are chronic, meaning you can do something about these problems. What is hard to predict, and almost impossible to help plants avoid, is acute damage that forces plants to almost immediately begin expending stored food reserves for replacement parts or repairs. This just as spring arrives when the plant normally uses these reserves to produce the new season's vegetative and reproductive growth. These physiological effects on plants, especially if they occur over multiple growing seasons, can reduce a plant's sustainability, regardless of region of the country, type of winter damage, and range of plants affected.

Types of Winter Damage



Desiccation

Whether deciduous or evergreen buds, leaves, and other tissues dry out from wind or ice-melting chemicals,

lack of moisture in the air or soil, or a "wrong plant – wrong location" combo, desiccation is far less difficult to identify than to prevent or control. Desiccation occurs year round but is skewed more towards damaging broad and needled- evergreens in the winter because their leaves never stop losing or evaporating water, even during what is considered winter dormancy. When these leaves have evaporation rates that exceed winter root absorption rates, then you're guaranteed to see winter damage symptoms.

During severely cold fall and winter weather, the ground can freeze to a depth beyond the root system's spread, decreasing or stopping the uptake of water. If, however, the weather turns warm and sunny, evaporation continues or increases and discolored or "burned" needle and broad evergreen leaves start appearing. They damaged leaves generally concentrated on the plant side facing the wind or where wind will blow salt-laden (from deicing or brackish water) moisture into plants. This can be particularly serious if plants are installed near light colored buildings from which the sun's rays reflect.

Just as sufficient soil moisture is critical during the active growing season, it is likewise critical during the winter. If the preceding summer or fall was droughty, and you didn't supplement missing rainfall with irrigation, then water reserves will be insufficient. Soak the ground before and during the winter regardless of actual calendar month. Also maintain a 2- to 3-inch mulch layer to reduce water loss and erosion, and to help maintain uniform soil moisture around roots.

During the winter do not bother to apply antidesiccants, which put waxy coatings on evergreen leaves, because they degrade rapidly and are of little value other than to you psychologically! Although unattractive, small evergreens can be protected by installing around them windbreaks of burlap, canvas, or similar materials. Do

this in the fall to help reduce the wind's force while shading the plants. Don't worry about desiccated leaves until new spring growth appears. Most leaves will fall or be pushed off by new growth, but any that don't can be hand stripped or pruned away. Premature pruning can increase damage by exposing additional vulnerable inner leaves, so resist coming to the rescue of your plants too early.

Frost and Freezing

Winter frost and freezing damage occurs on deciduous and evergreen plants alike, varying only in tissue affected. Late summer or early fall fertilization or pruning may stimulate new growth unable to acclimate (harden off) prior to the onset of adverse weather (sudden temperature drops to



below freezing, desiccating late storm winds, etc.). Dead tips and branches may appear as a result of ice crystals rupturing cell walls.

To protect more borderline hardy plants certain landscape chores may need curtailing late season. Supplemental fertilization shouldn't be necessary, but if leaf signs suggest an application, use only a slow release or organic fertilizer, not something quick release. Also do only minimal pruning (for hazards, unexpected damage, etc.) until full dormancy.

We've produced some pruning calendar guidelines available through the Virginia Tech website (this and other pubs available through Virginia Cooperative Extension - <http://www.ext.vt.edu/pubs/nursery/430-462/430-462.html>).

A type of winter damage once called sun scald is still being researched. While bark opening and closing may indeed be related to winter damage, bark split appears to relate more to pre-winter wounds or injuries than to any one season's temperature extremes. Previously recommended trunk protection methods, such as tree wraps and reflective paints, are generally unnecessary protection against frost or freeze damage.

Temperature protection for relatively temperature sensitive plants such as azaleas can be challenging, but you can always use a more sustainable protection by citing them properly and using them as understory, not full sun, plants. Once plants achieve their internal number of degree days, allowing them to break bud for spring growth when temperatures warm, late frost and freezing temperatures can again cause damage. Selection of later blooming cultivars or varieties (as as newer cultivars of deciduous magnolias), can help deal with that winter damage problem.

Breakage and Wounds

Ice, snow, hail, wind and other winter weather extremes may lead to breakage of branches, altering plant appearance and possibly productivity. If trees and shrubs have dense canopies full of live leaves and dead branches, pruning in the spring when leafing out can show which tissues are dead or alive. It can help with future breakage by removing the most susceptible parts prior to the next weird winter weather causes damages.



Tip – Dealing with Salt Damage

If you have to deal with ice and snow soon after it occurs in the winter landscape, there is an acute problem and some solutions, and a chronic problem and solutions, for you to consider.



The acute problem is dealing with unwanted or unexpected, but rarely welcomed, ice and snow atop trafficked surfaces. Among the latest chemical means to deal with the problem each time or season or year it occurs, new products containing calcium chloride (which can cause corrosion problems) or more earth friendly products such as Green Fire should be considered. Throwing just any chemical listed as a de-icer is irresponsible and contributes to the pollution of our nation's estuary (the Chesapeake Bay).

The chronic problem is whether to remove salt sensitive plants. Drainage patterns have changed, as have clientele, instructions, etc.

The azaleas are dying from saturated soil. Time for a change to more sustainable plants with salt tolerance. We've analyzed the problem backwards!

- Dr. Bonnie Appleton, Virginia Tech
HRAREC, VA Beach, bapple@vt.edu

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If you are a Virginia Certified Horticulturist, answer the following questions from the previous article, mark your answers on the card insert to the left and mail or fax back to the VNLA office towards your recertification CEU's for your Virginia Certified Horticulturist.



VNLA - Certification Quiz

Recognizing Winter Damage

1. Desiccation is caused by?
 - A. Wind
 - B. Ice melting chemicals
 - C. Lack of moisture in air or soils
 - D. All of the above
2. Desiccation only occurs during the winter months?
 - A. True
 - B. False
3. Sufficient soil moisture is critical during plants growing season only?
 - A. True
 - B. False
4. Remove desiccated leaves?
 - A. Immediately
 - B. In the spring season
 - C. In the winter
5. Pruning anytime of the year is ok?
 - A. True
 - B. False
6. Anti-desiccants should not be applied?
 - A. True
 - B. False
7. Deciduous plants never stop evaporating moisture from their leaves?
 - A. True
 - B. False
8. Fertilizers that can be applied late if absolutely necessary are?
 - A. 10-10-10
 - B. 10-20-10
 - C. Slow release or organic fertilizer
9. During the fall or winter severe cold can cause the ground to?
 - A. Become saturated
 - B. Become dry
 - C. To freeze to a depth beyond the root system's spread.
10. Maintain a 2"-3" layer of: _____ to reduce water loss and erosion of the soil.
 - A. seed
 - B. fertilizer
 - C. mulch
 - D. grass

WHEN DEVASTATION STRIKES YOUR HORTICULTURAL BUSINESS

option 1:



fig. 1

Bravely hold back tears.



fig. 2

A noble effort. However, noble only gets you so far. Go ahead and let 'em rip. Hope that someone takes pity.



fig. 3

Dry your eyes. Abandon all hope. Accept your fate.

OR

option 2 (the wiser decision):

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***VNLA – Beautiful
Gardens Meeting Notes
January 7/8, 2009***

*Wednesday, January 7, 2009, 3-5:30 pm
and Thursday, January 8, 2009, 10 am –
12:30 pm*

Baltimore Convention Center, Room 334

The meeting was called to order at 3:10 pm by Doug Hensel, Committee Chair, with the following people present: Jack Campbell, Jeff Miller, Fred Duis, Rick Baker, Lisa Lipsey, Candy Lindenzweig, Duane Shumaker, Don Hyatt, Butch Gaddy, Tina Epperly, Billy Crigler, and Stan Quillen. (Rumen Conev after 4:30 pm due to traffic issues)

Jeff Miller reviewed the current grant allocation balances (approximately \$40,000) and noted that some of the funds need to be reallocated to different categories and expended by the end of June 2009. Some of the funds are committed to expenses that have



not been paid yet. He also reviewed the 2009 Proposed Budget that had been updated some from the previous meeting. If all of our reimbursement requests are approved by the Tobacco Commission, there will be approximately \$23,000 balance at the end of 2009. Lisa's salary is funded via a grant to Virginia Tech, using VNLA Beautiful Gardens funds, through the end of 2009.

There was a discussion on the Beautiful Gardens report to be made to the membership on Thursday at the Annual VNLA Membership Meeting. It

needs to be pointed out that the VNLA has invested \$75,000 over the last four years which has enabled the Beautiful Gardens program to apply for and receive over \$329,000 from the Virginia Tobacco Commission. Rick Baker will make the report and review the 2009 marketing program of the Plants of Merit.

There was also a discussion of future funding avenues, plants for liners that could be bulked up quickly through tissue culture, and getting one or more tobacco growers setup and producing liners from tissue culture and



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cuttings.

- Tag sales will basically only cover the cost of the tags.
- Need to become less dependent of Tobacco Commission funding
- Need to establish a Plant Breeding Course, introduce it at the Master Gardener College in June and they start regional courses for a fee to come back to Beautiful Gardens.
- Need for a stream of new plant material for evaluation

The meeting was adjourned at 5:30 pm to be continued on Thursday at 10 a.m.

**Meeting Notes, Thursday, January 8, 2009, 10 am – 12:30 pm
Baltimore Convention Center,
Room 334**



*Dr. Rumen Conev and Lisa Lipsey and
Beautiful Gardens display at MANTS*

The meeting was called to order at 10 am by Doug Hensel, Committee Chair, with the following people present: Jack Campbell, Fred Duis, Rick Baker, Lisa Lipsey, Candy Lindenzweig, Duane Shumaker, Jeff Miller, Roger Harris, and Rumen Conev.

Doug Hensel and Fred Duis discussed the disconnect between the different participants and partners in the Beautiful Gardens Program and possible

solutions, which are summarized below:

- IPM, Essen, Germany – Rumen will not be going this year, but he will utilize this time to make contacts with potential plant breeders, hobbyist, collectors, etc to find new sources of germplasm.
- Rumen Conev will concentrate on the scientific side of the plant introduction program.
- Coordinate with IALR on plants that need to be tissue cultured
- Continue to research and apply for grants that would help the BG program continued development
- Institute and coordinate one or more BG Growers Liner Workshop(s) in the tobacco region with assistance from Rick Baker, Bill McCaleb and Joyce Latimer.

Lisa Lipsey will focus on coordinating the program via:

- Coordinating and having direct supervision of plant evaluations at the test sites
- Manage and recommend solutions to site maintenance issues and coordinate with the master Gardeners and site managers
- Maintain a database of plants at test sites, potential plants for testing at JSRCC
- Provide direction to JSRCC on plants that need to be propagated and potted for liners for testing and for 2010 Plants of Merit and for future years.
- Assess needs for liners for future Plants of Merit and at testing sites, determine current market availability. Then arrange for propagation and liner production through JSRCC and offer propagation and liner production opportunities to VNLA members. Then if there is a still a potential shortage of liners, to contract with grower(s) to have them available to sell to growers.

- Rick Baker will continue to develop and promote the BG Marketing program and work with potential BG plant producers and retail outlets
- Doug Hensel will monitor the different activities of the BG participants and insure that activities are completed in a timely and coordinated fashion.
- Jeff Miller will continue to monitor the finances and work with the committee on new sources of revenue and filing and reporting to the Tobacco Commission.

Roger Harris, Interim Horticulture Department head indicated that the department is fully behind and supports the work of Rumen and Lisa on the Beautiful Gardens Plant Introduction Program.

- Rick Baker will be visiting with each BG participating garden center this spring and will continue to work with them throughout our introductory year.

We want to also ask participating growers to 'reach out' to the participating garden centers about their availability of BG plants for 2009 - this can generate additional sales!

Compiled by Jeff Miller



This shows just how beautiful the 'Snowflake' Oakleaf Hydrangea is. It is one of the 2009 "Plants of Distinction". The panicles of blooms on the 'Snowflake' cultivar of Hydrangea quercifolia are extremely long (12-15") and appear as double because of the way the bracts stack up. Michael Dirr calls it the "most beautiful" of this type.

Virginia Nursery & Landscape Association, Inc.

2009 Annual Membership Meeting Minutes

*at the Baltimore Sheraton Inner Harbor Hotel, Harbor View Room
Thursday, January 8, 2009 7 – 9 a.m.*

7:00 a.m. Breakfast Buffet

7:20 a.m. Meeting Call to Order – Candy Lindenzweig, Pres, called the meeting to order and introduced the following guests who made brief remarks.

Roger Harris, Interim Head, Virginia Tech Department of Horticulture, spoke for Dean Sharon Quisenberry, Virginia Tech College of Agriculture & Life Sciences, noting that the Dean had just announced that she would be leaving Virginia Tech in April to take a position in Iowa. He noted that VA Tech had a 3.5% budget cut in 2008 and expected more cuts in 2009. They can replace some of the cuts with increases in tuition to cover the teaching side. They have also sustained a 4% budget reduction in research and extension, which they can not get additional funding. They are absorbing nearly \$5 million in cuts by not filling positions. The Horticulture Department has five frozen positions and even though he is serving as interim department head, Dr. Harris is also still teaching his regular classes.

He presented a plan from the VA Tech CALS to establish the “Robert Wright Endowed Professorship” to honor Dr. Wright for his contributions to the nursery industry. The endowment will enhance this position above the normal staff salary and provide additional funding for research. An industry committee will be appointed to work with this position to determine nursery/landscape needs. This will guarantee that this position remains in the Horticulture Department and that this person will

have funding to conduct meaningful research and extension. This has an endowment goal of \$1,000,000 over the next five years and he asked that everyone consider contributing to this fund.

The 2009 Hahn Garden Gala will be held on June 13, in Blacksburg It is a major fund-raising event for the gardens. The VNLA contributed \$5,000 to the gardens in 2008.



Craig Regelbrugge, ANLA Senior Director of Government Relations, gave an update on the new political scene in Washington. The economic concerns facing the new Congress will be a backstop for other legislation. The nursery industry is well-positioned as they supported a bipartisan group of legislators during the elections. He thanked the VNLA members for their support of the ANLA’s Lighthouse program and the members who went to DC several times in 2008 to meet with congressional representatives.

He indicated that a lot of the economic stimulus will be in the form of infrastructure investments, which will have trickle down effects to the green industry which has products and services that are good for the environment and also creates jobs. He urged

everyone to establish a strong relationship with landscape architects and planners.

The 2009 ANLA Legislative Conference will be July 20-22 in Washington, DC.

Eelco Tinga, President, Southern Nursery Association, reminded everyone of the new location and dates of the 2009 SNA Trade show which will be held on February 12-13, 2009 at the Cobb Galleria Centre, in Atlanta. The SNA is also working on the next version of BMP’s which will cover water management. The SNA is re-structuring their board to have 16 board members.



Herman Ellison, State Statistician with the National Agricultural Statistical Service reported that they will be hiring a new person and hope to finish the 2007 green industry survey compiled soon.

Rick Baker, VDACS Mid-Atlantic Marketing Director reported that everything was in place for the inaugural kickoff of the Beautiful Gardens™ marketing program of “Plants of Distinction” for the Spring of 2009, which are under-utilized plants. They will be marketed under the BG brand in 20 VNLA member garden centers and supplied by VNLA grower members. There new plants in the pipeline, but they are still being evaluated

at the five VNLA test sites. Rick will be meeting with the participating garden centers this winter and delivering POP materials. These plants will have BG brand tags on them which will be available to growers for 13 cents each for pot stick tags and 23 cents for hanger tags. The website www.BeautifulGardens.org has additional information, listings of participating growers and retailers and information on the "Plants of Distinction" for this year and future years. There will also be a media campaign this spring.

Danny Shreckhise gave an update from the Virginia Agribusiness Council (VAC) on behalf of Jim Saunders, Saunders Brothers and current VAC president. He noted that the VNLA was one of the larger contributors to the VAC and thanked the VNLA for their support. The VAC works on issues affecting agriculture in Virginia, including water issues, fertilizer application, immigration and

many others. Over the Thanksgiving weekend, Jim Saunders worked with Jeff Miller to develop a letter to the Virginia Farm Bureau in response to a proposed resolution at their annual meeting to require the labeling of all plants that might be toxic to livestock.

Lin Diacont, President of the Virginia Green Industry Council (VGIC), noted that he was excited about the future of the green industry and reviewed some of the goals in the VGIC's 5-year strategic plan in unifying the green industry and working cooperatively and pooling resources on common goals. Some of the goals are to increase the participation and membership of the allied green industry groups, complete the Economic Impact Analysis, working with the VAC and the VNLA. On behalf of the green industry, the VGIC is providing and decorating the Arthur Ashe Center for the VAC's annual appreciation banquet on January 15,

sponsoring a luncheon forum at the Mid-Atlantic Horticulture Short Course on water issues in conjunction with Scott Kudlas, Director of the DEQ's Office of Surface and Ground Water Supply Planning. The VGIC is also hosting the 4th annual **GoGreen Virginia Garden Festival** on September 12 at the Science Museum of Virginia.

Doug Hensel, one of the VNLA's MANTS directors, reported that the show was sold out for exhibitors with 972 exhibitors and a 90% retention rate and a waiting list of over 200 potential exhibitors. Due to current economic conditions, they expect attendance to be down about 10-15% from last year's high of 12,000 plus.

Secretary's Report - A motion was made to dispense with the reading of the minutes from the last annual meeting and approve them as presented, seconded and passed.

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Treasurer's Report – Ed Tankard did a brief review of the Year-to-Date Income/Expense Report and the proposed 2009 Budget. A motion was made to provide an expanded version of the Budget and year-to-date income and expenses to the membership when the Budget committee begins working on the 2010 budget in the fall, seconded and passed.

A motion was made to send a copy of the proposed budget to the membership two weeks prior to the annual meeting, seconded and passed.

A motion was made to approve the 2009 VNLA Budget as presented, seconded and passed, three opposed.

Legislation – Ed Tankard thanked the ANLA for their support on the national level and gave an update on possible gubernatorial candidates for this year.

Field Day – Candy announced that the 2009 VNLA Field Day would be held at Merrifield Garden Center at

their new Gainesville location sometime in mid-August.

Old Business - none

New Business: Candy thanked the sponsors of the Annual Breakfast Meeting for their generous contributions.

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Nominations 2009 Officers and Directors – Butch Gaddy presented the following slate of officers and directors. It was moved to accept the slate as presented, seconded and passed.

Officers:

President – Duane Shumaker

Vice President – Ed Tankard

Secretary/Treasurer – Mark Maslow

1 Year Directors

John Barbieri

Doug Hensel

Mary Williams

Matt Shreckhise

2 Year Directors

Robert Saunders

Cheryl Lajoie

Steve Grigg

Award Presentations

VNLA Professional of the Year Award for 2008 was presented to Joel Koci, Arborcare Professional Tree Service, Rockville, Virginia by



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the 2007 recipient, Fred Duis for his passion working in the green industry, willingness to encourage and teach others and his thirst to stay abreast of current standards and upcoming trends. He is truly a professional in the green industry. This award was formerly known as the VNLA's Nurseryman of the Year Award.

Duane Shumaker presented Candy



Linden, a past president's plaque and thanked her for her service as president in 2008.

910 a.m. **Adjournment** – a motion

was made to adjourn the meeting, seconded and passed.

*Respectively submitted,
Jeff Miller, Exec Dir*

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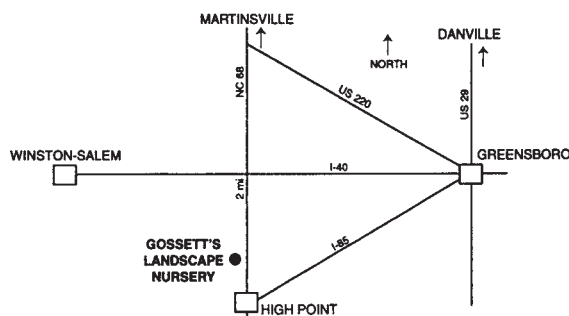
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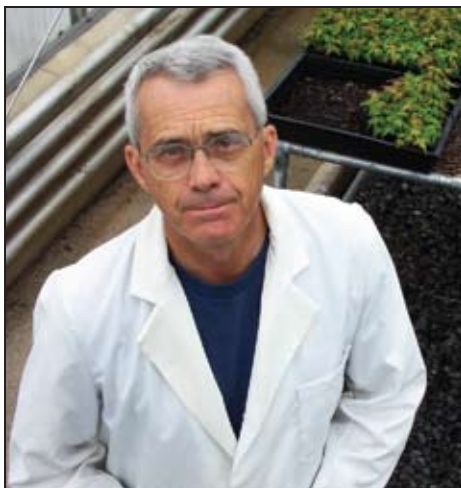
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News - Honoring a Leader and a Friend

The Robert Wright Professorship in Applied Nursery and Landscape Research



Dr. Robert Wright, highly respected academic nursery researcher and tireless champion of the nursery industry, is retiring. His impact on the industry cannot be overstated – without him it would not be what it is today. To honor his outstanding career and his landmark contributions to urban horticulture and the nursery industry, we invite you to join with others in the field to create the Robert Wright Professorship in Applied Nursery and Landscape Research at Virginia Tech.

Dr. Wright's career at Virginia Tech began in the 1970's. He was instrumental in developing practices that are taken for granted today, but were unknown at the time — how to overwinter, what kind of media to use, how to manage nutrition, and more.

The "VT Pour-Through Method" for monitoring the nutritional status of growing media is famous all over the world. Fertigation regimes he developed early in his career are still used by progressive growers. Most recently, he has developed a novel container media made from ground pine logs, which is much less expensive than current alternatives, and creates a sustainable opportunity for private wood lot owners.

Robert Wright brought the container nursery industry through uncertain times and his influence continues through his many Ph.D. students, who are also now leaders in academic research and teaching. The Robert Wright Professorship in Applied Nursery and Landscape Research will create a prominent and permanent faculty position at Virginia Tech to continue the type of practical, industry-centered research pursued by Dr. Wright during his career. The duties of the Robert Wright Professor will be allocated 75% to research and 25% to teaching future generations of industry professionals and researchers.

A named professorship is a prestigious position that honors the career contributions of a faculty member to an academic discipline, to the university, and to the greater society. Professorships are often funded through endowment gifts from many individuals who wish to honor a former faculty member. The Robert Wright professorship will be awarded to a career researcher and teacher whose work in applied nursery research shows outstanding promise, or to attract new faculty of the highest cali-

ber.



The Robert Wright Professor will be advised by a committee made up of industry professionals, appointed by the head of the Virginia Tech Horticulture Department. The holder of the professorship will submit an annual report of activities to the advisory committee, and meet with the committee once each year. The annual report, with the advisory committee's input, will also be submitted to the Horticulture department head and the Dean of the College of Agriculture and Life Sciences.

Your contribution to help establish



the Robert Wright Professorship in Applied Nursery and Landscape Research will honor one of the truly great contribu-

tors to the field while assuring a long and productive relationship between university research and industry needs. Future generations of industry professionals, researchers, and scholars will begin their careers with solid, practical training and experience and a deep appreciation for their role in supporting a thriving industry.

We deeply appreciate your thoughtful consideration of this proposal, and we look forward to a bright and productive future.

- provided by Dawn Lerch, Virginia Tech
CALs Development Office
dhlerch@vt.edu 540-231-9086



Research - Highlights from the HRAREC 2008 Flower Trials



Four companies, Benary Seed, Grimes Seed, Fischer USA, and S & G Seed, as well as The All America Selection Winners participated in our 2008 Annual Flower Trials at Virginia Tech's Hampton Roads Agricultural Research and Extension Center. This year our flower trials consisted of over 200 varieties of plants grown from cuttings as well as seed. Each year brings new and exciting varieties and among these are some that are especially beautiful, displaying tolerance to heat and humidity and showing improvements in size, color and length of bloom period. We highlight below some of the plants grown in our 2008 flower trials that we thought were especially beautiful and that would be an asset in any garden. Please visit our trials along Diamond Springs Road at the Hampton Roads AREC, and see these wonderful plant introductions each summer!

***Diascia* 'Darla Series'** - Blooms are light pink, appleblossom, salmon, and rose. *Diacias* have become popular and these four varieties from Fischer are the reason why.

www.fischerusa.com/default.aspx?tabid=7&pid=35-467

***Dianthus* 'Elation Series'** - This beautiful series from S&G Seed consists of eight colors. Plants are compact and bloom from seed in about 2 ½ months.

<http://greendemon.net/retail/series.aspx?series=896&category=1>

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www.benary.com/index.cfm/addin/plants/startid/166/artnr/C4140.html

Impatiens 'Sweetie Mix' - Series from Benary consists of eight colors, is compact and good for window boxes and baskets.

www.benary.com/index.cfm/addin/plants/startid/166/artnr/N5500.html

Salvia 'Oceana Blue' - This deep blue salvia introduction from Fischer is bushy in habit and a good choice for containers as well as the landscape. Blooms last over a long period of time.

www.fischerusa.com/default.aspx?tabid=7&pid=35-3198

Vinca 'Pacifica Burgundy Halo' - This eye catching 2007 All America Selection variety has large blooms and is a vivid color. www.all-americaelections.org/Images/Library/HiRes/Vinca_Pacifica_Burgundy_Halo.jpg

Cosmos 'Double Chuckle Mix' - This cosmos from Grimes Seed blooms all summer producing red, pink, white and single and semi double blooms.

Lantana 'Bandana' - These showy lantanas from Fischer branch well and hold up to the heat and humidity of our area. They also attract butterflies.

www.fischerusa.com/default.aspx?tabid=7&pid=35-3198

Vinca 'Nirvana Series' - This beautiful series from Fischer is available

in eight colors. Bushy plants produce 2" blossoms and are good for sunny, hot locations.

www.fischerusa.com/default.aspx?tabid=7&pid=35-1389

New Guinea Impatiens 'Sonic Series' - This lovely series from Fischer is incredible! Plants produce blooms up to 3" across. They do well outdoors in shady beds containing plenty of organic material and also are good in large containers and baskets.

www.fischerusa.com/default.aspx?tabid=7&pid=20-280

The seed providers:

www.all-americaelections.org/

www.benary.com/

www.fischerusa.com/

www.grimes-hort.com/ordering.asp

www.syngentaflowersinc.com/

submitted by Peter Schultz,
Director, HRAREC

Research - HRAREC Displays Perennials to Beach Visitors



The Perennial Display Gardens continue to welcome visitors to the gardens as we show plant materials in a landscape situation rather than in nursery containers. Plants are labeled and the visitor can see the size and color combinations that will work in their own yards.

This past year we conducted tours for more than 325 people including school children, children's summer camp, senior citizens, Master Gardener groups and garden clubs.



The garden beds around the gazebo are being redesigned to showcase new groundcovers. So far, we have added Golden Plumbago 'My Love', *Ceratostigma plumbaginoides*, Yellow Ice Plant, *Delosperma nubigenum*, Variegated Creeping Fig, *Ficus pumila* 'Variegated'; Angelina Sedum, *Sedum reptans* 'Angelina'; Limelight Sedum, *Sedum makinoi* 'Limelight'; Giant Purple Heart Wandering Jew, *Tradescantia pallida* 'Kartuz Giant'; and the *Hosta* 'Patriot' which provides a nice contrast to plants which have solid leaf color.



We are researching for small trees which have early spring bloom to brighten up the gardens when most of the plants are still dormant.

The *Loropetalum chinensis* 'Shang-hi' or *Loropetalum* 'Purple Diamond' has been added to an area showcasing shrub border ideas. It has multi-season interest with its dark purple foliage color and pink blooms with a compact growing habit.

Submitted by Peter Schultz, Director,
HRAREC

Research - Canopy Cover Provides Practical Clue to Plants' Thirst

When plants in your garden burst forth with lush new growth this spring, they may begin to shade and cover patches that just a few months earlier were simply bare ground. When scientists describe the amount of space that plants shade or actually cover, they use the term "canopy cover." The term applies to all kinds of plants, from a ground-hugging tomato plant to a tall cornstalk.

Agricultural Research Service (ARS) scientists are exploring the idea of using canopy cover measurements in a calculation to determine how much water plants have recently used, and how much they'll need at the next irrigation.

Knowing plants' precise water needs helps reduce risk of applying too much water. Excessive irrigating can lead to leaching of fertilizer and other potential pollutants into underground water supplies.

According to agricultural engineer Thomas Trout, leader of the ARS Water Management Research Unit in Fort Collins, Colo., satellite imagery of farmers' fields could be analyzed by computers to estimate crop canopy cover. Growers could visit a website to get those measurements for their fields. The figure, along with a few other pieces of information--such as locally relevant weather--could then be added to a standard equation to calculate the amount of water used and the amount now needed for each field.

The calculation could indicate, for example, that bell pepper plants in a field that has a canopy cover of 40 percent may have used one inch of water in one week, the amount the grower may choose to replenish at the next irrigation.

Trout and co-investigators Dong Wang, a soil scientist and research leader at the ARS San Joaquin Valley Agricultural Sciences Center near Parlier, Calif., and Lee Johnson, a satellite imagery expert with the National Aeronautics and Space Administration, are exploring this futuristic use of canopy cover measurements to save water and satisfy plants' thirst.

Marcia Wood, (301) 504-1662, marcia.wood@ars.usda.gov January 23, 2009 --View this report online, plus photos and related stories, at www.ars.usda.gov/is/pr Read more about this research in the January 2009 issue of *Agricultural Research* magazine, available online at: [/www.ars.usda.gov/is/AR/archive/jan09/canopy0109.htm2009](http://www.ars.usda.gov/is/AR/archive/jan09/canopy0109.htm2009) --View this report online, plus photos and related stories, at www.ars.usda.gov/is/pr

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VNLA - Report from the 2008 Green Industry Leadership Forum

Las Vegas, October 5-7, 2008
Duane Shumaker and Jeff Miller

The Green Industry Leadership Forum was conceived in 1998 for the purpose of providing industry leaders with an opportunity to meet and formulate more global approaches to issues faced by green industry professionals across the nation, but which are executed at the state level. The Forum provides an educational and networking opportunity for association and industry leadership which fosters an informed and unified approach to issues at the state, provincial, regional and national level.

The William E. Smith Institute for Association Research, established by SmithBucklin, the world's largest association management and professional services company, recently released a research project report entitled "*Where*

the Winners Meet: Why Happier, More Successful People Gravitate Toward Associations".

"Associations . . . Where the Winners Meet: What Associations Need to be Providing"

Mark Thorsby, CAE,
SmithBucklin Institute

From 1974 -2005 the percentage of individuals belonging to associations has grown from 13% to 32%

Association membership leads to success in life and in business!!

The reality is that success leads to association membership.

Associations are the meeting grounds for the winners – the successful people within their industries and professions.

Association members:

Earn the most (average \$10,381 more than people who do not belong to asso-

ciations).

Are most satisfied with their jobs

Tend to be happier people

One real secret to happiness: satisfying work

Through association involvement, upwardly-mobile professionals

Identify themselves

Learn from one another

Form communities of winners

Associations are good for employers, too

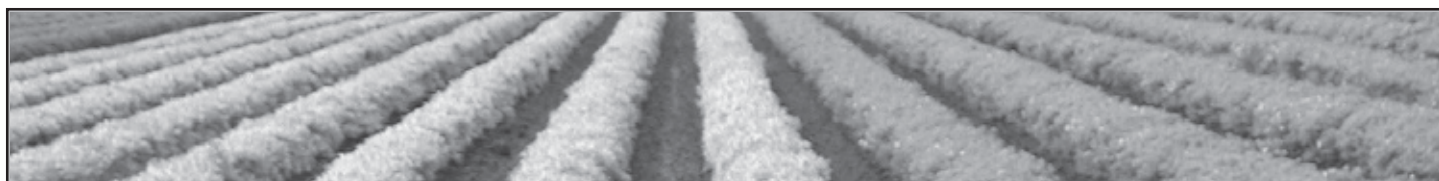
A third of employees are less likely to have plans to quit

Gen-X and Gen-Y Members are 42% less likely to quit than same-aged non-members

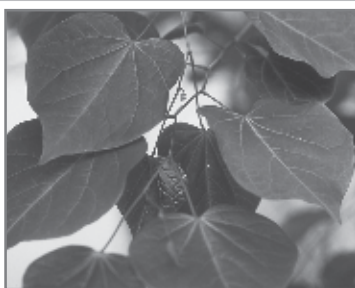
The Bottom Line

Happiness lies beneath the modern job market

Success = job satisfaction = happiness



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Associations are:

- In the happiness and job satisfaction business
- The right vehicles for professionals who want to be in communities of success.
- Good for employers who want more effective long-term employees
- Where the happy winners meet in the modern economy
- Understanding and communicating this will lead to growing association involvement

Tips - Understanding Generational Perspectives

Association Y "Why" Winners: The Reality Show Panel - Cassie Larson, Communications Director, (MNLA); Cody Lewis, Communications & Special Events & Webmaster (NCNLA); Corey Connors, Director of Legislative Relations, (ANLA)

Silent Generation

Characterized by a reverence for authority, a quest for stability and financial security, and a strong civic-mindedness.

Baby Boomers

End up focusing more on achieving ideals through support of teams, harmony, self-fulfillment, and a strong commitment to *the work* (in contrast to the silents' commitment to *the company*).

Generation X

Saw a much higher rate of divorce among their parents, was also the first generation of latchkey kids and the first to witness the effects of downsizing as their parents were laid off. Ended up with a more self-reliant pose, challenging leadership structures (not just leaders) and advocating for a work-life balance.

Understanding Generational Perspectives

Generation Y

Generally defined as the generation between 18 and 29 years old, is conservatively estimated to be 60 million strong, making it almost as large as the massive Baby Boom generation.

We are the hyper-glorification of pop culture, and we want to help people and make the world a better place. So, one of our deepest desires is to resolve the contradiction between financial success and making the world a better place. To us, it shouldn't have to be an either/or. We're looking to create a more integrated lifestyle and a more integrated career.

The Learning Shift: Gen Y learns through questioning and thinking critically. Therefore, we may question why you do things the way you do - not out of disrespect, but because that's the way we were taught to learn.

Applying the Knowledge

Understanding diversity is imperative, applying it is tricky. The primary danger is stereotyping.

Don't guess what volunteers/staff from different generations within your organization want - ask them!

Build a culture that enhances change as each new generation is embraced.

Hurdles Associations Face in Attracting Gen Yers

Show me the Value

Many Gen X and Gen Yers question why they should bother joining an association at all much less volunteer? I didn't need you in college why do I need you now?

Resistance to Change

Aversion from current members as to the value of including students/young professionals? What do they have to offer or will they just get in the way? They question everything

we do! They're lazy, uninterested, etc.

Outdated leadership structures - Many volunteer leaders support a culture based on martyrdom. The most worthy volunteers get Martyr of the Year awards. If they allow others to volunteer and have meaningful impact, the leader loses brownie points toward the big award. Why would they want to involve others?

A linear progression of leadership (one generation taking the reigns from the next) may be on the way out. Gen X (the smallest generation in history) doesn't have the numbers required to take over for the Baby Boomers. A new model of multigenerational leaders will develop in the near future. This will encounter resistance from current leaders so begin preparing them now.

Fear

Business owners not wanting to send younger staff to participate because they're scared of losing employees.

What does this mean for your association?

Education

- incorporate Gen Y education within your association, take most popular classes at your conferences and trade shows and offer them online or teleconference throughout the year.
- e-update in conjunction with the printed magazine. Offer up-to date information on the website
- Offer links and webcasts, etc. on your website or via e-news. Make sure that you use accurate information!
- Offer hands-on workshops and webinars for interaction and learning on own terms.
- Add non-voting generational advisory member to the board

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Networking

- Don't abandon face-to-face networking. It obviously has value.
- But, why not create a group on LinkedIn or Facebook sponsored by your association for those who want to use it. It's easy to set up and it's FREE!
- Consider creating a Young Professionals membership category. This will make it seem prestigious and special for them to join. But, make it affordable – remember they're just starting off on their career path.
- Consider a Young Professionals task force. Let them develop programs/services specific to young business owners/staff. This allows you to deliver to them what THEY want rather than trying to guess. This also eliminates the long time industry leader intimidation factor.

Communications

- Technology is the wave of the future, embrace it.
- Often conversations about recruiting or retaining younger generations turns to the topic of technology (i.e. Web 2.0, Facebook, etc.) and we overlook the message itself. Focus the message on what the association can do for them.
- The more technological options you are able to offer the more participation you'll get. Mix it up!
- Time is valuable commodity – don't waste it!

Work style preferences

- Younger generations want to know they can lead without 10 years of following. Create training opportunities for young professionals to prepare them for

these roles quickly. The opportunity to lead is appealing to them. But don't throw them to the wolves!

- Research shows that young professionals want dedicated tasks with a clear beginning and a clear end.
- Start initiatives within your organization that don't require becoming a committee member for life (e.g. golf outing task force, or mentorship program creation task force, etc.).

NLA Green Industry Leadership Conference, Las Vegas, October 2008

Tips – Crisis Management Plans

Winners Know the Importance of Having a Crisis Management Plan

*Tom Nassif, President & CEO,
Western Growers*

*Mission is to enhance the **COMPETITIVENESS** and **PROFITABILITY** of our members*

Basic Philosophy

Wisdom = The ability to make sensible decisions and judgments based on personal knowledge and experience

5 Main Ingredients

1. Audacity

- Audacity = Daring or willingness to challenge assumptions or conventions or tackle something difficult or dangerous
- Crisis management requires courage and immediate action
- Participation provides opportunity to frame the dialogue and shape the outcome
- Be certain that you are on the right side of the issue

2. Attitude

- Your attitude impacts how effective you will be in handling your crisis

- Whether you see problem as positive or negative
- Whether you approach problem aggressively or passively
- George Washington
- "Offensive operation, oftentimes, are the surest, if not in some cases, the only, means of defense."
- Must lead with sound ideas, reasonable arguments, and defensible positions
- Important to establishing credibility with media and key decision makers

3. Leadership

- Leaders remove obstacles to success for others
- Much of our work is accomplished in coalitions with industry partners
- Many of our issues transcend boundaries of commodity groups and geography
- Do not allow others to fill the vacuum of leadership during crisis

Leadership begets leadership

4. Transparency

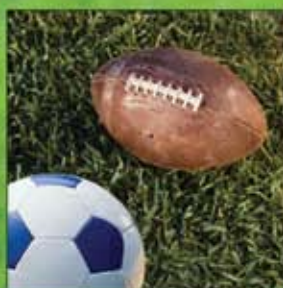
- Transparency involves clarity, simplicity, and intelligibility
- Never bluff your way through a crisis or fool yourself into thinking the crisis will "blow over"
- Opportunity to influence the rules of the game
- Crisis always brings the media spotlight to your door
- Dealing with the Media
- Don't run away from the media
- Brings the attention needed to raise visibility and increase credibility
- Leverage the media to bring about positive changes in your industry
- Don't lie to the media or use industry jargon
- Explain the problem clearly and provide simple, intelligent solution to address the crisis

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5. Communication

- Effective communication begins with preparation
- Develop your talking points in conjunction with your staff and members of your organization
- Make sure you have all of your facts and statistics straight
- Anticipate questions and remember that you don't always have to answer the question being asked
- Communicate your message on your own terms
- Learn From Your Mistakes
- We all make mistakes. The key is than we don't make them twice.
- "It's always helpful to learn from your mistakes because then your mistakes seem worthwhile." – Gary Marshall

Conclusion

- Trust your instincts
- There is no "one-size-fits-all" solution for every crisis
- You and your members are the best spokespeople to carry your industry's message forward

NLAE Green Industry Leadership Conference, Las Vegas, October 2008

Tips - People Solutions - Decisions

Just Decide

One of the most crippling diseases that can creep into an organization or someone's personal life and affect productivity, enthusiasm and accomplishment is the mind-boggling condition of indecision. As we avoid, procrastinate and sidestep decisions that need to be made, we are not only "treading water," but slowly sinking into a sea of complacency and confusion. Individuals and organizations often find themselves in the mire of unfinished projects and unresolved issues because no one has the courage to simply make a decision. It is easier to offer someone else a multitude of choices and allow them to take the

blame if it ends up being the wrong one than to take the responsibility yourself and move forward confidently in your choice. As Earl Nightingale once said, "The minute we choose to not make a decision about something we put ourselves in the hands of circumstances, or under the control of others who will make a decision. Decide, and even if you make a wrong decision, it will usually become apparent, and you can correct it. But if you make no decision at all, you will never find out what is right or how you could have made it right."

It is so evident when I enter a company that has developed a culture where individuals can approach their daily work with confidence in making good decisions that people are thriving on the opportunity to think and act. Taking ownership for both good decisions and bad liberates individuals and allows them to grow and make better, more important decisions in the future. Children that have the opportunity to choose with the guidance of their parents and then pay the consequences of those decisions become more independent and develop a greater self-esteem than those that are told what to do and when to do it right up until the time they leave home. We learn by risking being right and we move forward by making better choices the next time around. If we limit our employees, our children or even ourselves by avoiding tough decisions, then the future is always in the hands of others and grows more uncertain and confusing than it needs to be.

Brain-Rattling Questions

Often our indecision comes from lack of clarity or lack of information. One of the best ways to get information that will help in the decision-making process is to ask thought-provoking, emotionally jarring questions that cause us to seek out an answer and take action. Here is a list of these types of questions that will make you think and may just cause

you to take action and move forward with an important decision:

Right now there may be somebody in your company or in your life that should not be there...Who is it and why are they still around?

At this moment there is someone needing information or a response from you so they can make a decision...Who is it and what is keeping you from responding?

There is a family issue that needs to come to closure...What is it and what is your first step to finding this closure?

You are considering buying something or getting rid of something...What is it and how will you benefit from taking action?

You are avoiding a health decision...What is it and how will someone in your life benefit from you taking action?

If the questions have caused you to think and motivated you to find the answers, you are on your way to doing just that. If the answers are just not there, you might consider one possible answer that could universally answer each: you're afraid of being wrong. Just go for it and know that taking action is the right decision that puts you far ahead of the disability of indecision.

Tips that Help You Decide

The way individuals make decisions varies as widely as the people making them, but a few common tips can help anyone aid the process and speed the results.

Prioritize the decisions you need to make. Delegate and enjoy the help of your decision-making team.

Trust your judgment in making the decision and focus on the next step. Even if the decision was wrong, move on. **Make a decision**, make it yours and die by it!



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Timing is a big player in the decision game. Do it when the time is right. The right decision at the wrong time is no better than the wrong decision at the right time.

Small and consistent decision making prepares and disciplines you for the bigger ones that really matter.

Weigh out the pros and cons of any choice by writing them down. This removes the questions and directs a clear decision.

Quotes

"There are really only two decisions you make in life: Who are you going to live your life with and what are you going to live your life for."

Charlie Tremendous Jones

"A man without decision can never be said to belong to himself."

- John Foster

"The man who insists on seeing with perfect clearness before he decides, never decides. Accept life, and you must accept regret."

- Frederic Amie

"An executive is a man who decides; sometimes he decides right but always he decides."

- John Patterson

"The block of granite which was an obstacle in the pathway of the weak becomes a stepping-stone in the pathway of the strong."

- Carlyle

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Tips - Myth Busters For Managers

As you set your sights on a successful career with your company, you may be looking forward to the day when you are promoted to management in recognition of and as a reward for your hard work and good results.

Then you will have the authority to make things happen your way. The company will have granted you a position with the formal power to control your direct reports and to lead by building individual relationships with the members of your team.

That's the way the story usually goes. But like many stories this one's a myth. When you talk to senior executives (and if you get an honest answer) it may sound more like the one given by Linda Hill, Wallace Brett Donham professor of business administration at Harvard University: "On day X minus one, you do not have a child and you are not pregnant. On day X, you are suddenly a mother with three growing children who all believe they are smarter than you." New manager tales are usually about a feeling of disorientation, and for some, overwhelming confusion. Is this because they're incapable or impaired or is it that their company is dysfunctional?

No. These are ordinary people facing ordinary problems of adjustment. Most will sur-

vive the transition and learn to function in their new role. But what is that transition? What needs to be adjusted? The answer to both questions starts by identifying the cause of the problem. And the cause of the problem is that your reference to success is no longer valid.

What you depended on for success in your prior job was your personal expertise and actions. As a manager you are now responsible for setting and implementing an agenda for a whole group. And there's been little training

SUBJECT	MYTH	MYTH BUSTER
1. Defining Characteristics of Your New Role	Authority "Now I have the freedom to implement my ideas."	Interdependency "It's humbling that someone who works for me could get me fired."
2. Source of Power	Formal Authority "I will finally be at the top of the ladder."	Everything But "Everyone was skeptical, and I had to earn authority."
3. Desired Outcome	Control "I must get compliance from my subordinates."	Commitment "Compliance is not the same as commitment and doesn't produce the same results."
4. Managerial Focus	Managing one-on-one "My role is to build relationships with individual subordinates."	Leading the Team "I needed to create a culture that would allow the group to fulfill its potential."
5. Key Challenge	Keeping the operation in working order "My job is to make sure the operation runs smoothly."	Making Changes That Will Make the Team Perform Better "I am responsible for initiating changes to enhance the group's performance."

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or experience in how to do that so far. Let's understand that as a new manager, this will be a stretch assignment. It will likely be even more demanding than you expected. These are new skills you'll be learning, and you'll be discovering new ways of measuring success and deriving satisfaction from your work.

Let's take a look at the five most prominent myths we need to bust.

Hill has done extensive research on the myths of management, and she provides some insights and quotes from managers on these five myths.

Myth Number 1 — Managers need to wield significant power.

When new managers describe their role, they tend to talk about the rights and privileges that come with being the boss. They assume the position will give them new authority, freedom, and autonomy to do what they feel is best for the organization. They may think, "I will no longer be burdened by the unreasonable demands of others."

More often they find that they are hemmed in by their dependencies on so many others. Instead of feeling free, they feel constrained. They find themselves in a web of relationships not only with dependencies on their subordinates but also with their bosses, peers, and others both inside and outside the organization. Most managers begin to feel that they are not in control of anything. "The only time I feel in control is when I shut my door. But then I feel that I'm not doing the job I'm supposed to be doing, which is being with people."

The people most likely to make a new manager's life miserable are those who do not fall under his/her authority: outside suppliers, other department heads, and even customers. The myth buster is the reality that managers need to negotiate interdependencies. They need to identify and build relationships with the people who are key to the success of their team.

Myth Number 2 — Authority flows from the manager's position

Recognizing the interdependencies that restrain them, new managers still do have power to use. The problem is that most of them mistakenly believe that that power is based on their formal authority.

New managers, however, often learn that when direct reports are told to do something, they don't necessarily respond. In fact the more talented the subordinate, the less likely he/she is to simply follow orders. After a few uncomfortable experiences, new managers come to the realization that their usable power is everything but formal authority. "I sometimes felt I was talking to myself." They find that authority emerges only as they establish credibility with subordinates, peers, and superiors. But most managers aren't aware of the three primary qualities that create credibility:

- A. Character.** It's the intention to do the right thing! Integrity and principle are noticeable. Subordinates will analyze every statement and nonverbal gesture for signs of who and what you are.
- B. Competence.** It's knowing how to do the right thing. Technical know-how is important, but more important is the ability to bring your staff into the action. "It's amazing how often the people doing the job know more about it than I do." For someone who is managing people, true competence comes from learning from and with them.
- C. Influence.** It's the ability to deliver and execute the right thing. "There's nothing worse than working for a powerless boss who can't get things done." As you establish the right, workable relationships and your team gets things done right and

on time you begin to see how real authority is established.

Myth Number 3 — Managers must control their direct reports.

Most new managers, in part because of their insecurity in their new, unfamiliar role, try to impose compliance from their people. They fear that if they can't establish this early on their direct reports will just walk all over them. They therefore rely on their formal authority, which is not nearly as effective as they expect.

But when people simply comply with authority so much is left out. There is no commitment to results or to the manager.

Compliance is not commitment. People won't take the initiative. They won't make the decisions or take the calculated risks that lead to change and improvement. They're not part of the solution or the process. They haven't bought in. Managers who ignore this find that they leave a lot of support on the table. Both you and your staff should feel free to ask questions of each other. Let team members build their own credibility.

Myth Number 4 — Managers must focus on forging good individual relationships.

Managing those necessary interdependencies and exercising informal authority based on your personal credibility will require managers to build trust, influence, and mutual expectations with a wide variety of people. Ultimately the new manager must figure out how to harness the power of a team. Simply building one-on-one relationships undermines that effort.

Too many new managers focus on individuality instead of team building. They communicate with and spend too much time on a small number of trusted individuals or friends, ignoring the need for group forums. They see people management as managing a few individuals instead of managing a team. Consider and de



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velop individual skills and commitment, but don't focus on individual relationships to the detriment of the team.

Myth Number 5 —Managers must ensure that things run smoothly. This one is partly true. It's misleading, however, because it's often assumed that this is the actual purpose of the job, and some even think it's the only reason the job exists. "Keep on keeping on."

But you won't be finding new ways to improve or to enhance your team's performance. Successful managers find that they need to challenge the organization's processes and results. Few managers see themselves as change agents, but they should. That includes change both inside and outside of their areas of responsibility

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Tips – Myth Busters About Workers

Merriam-Webster's Dictionary defines myth as, "A legendary narrative that presents part of the beliefs of a people or explains a practice; an imaginary or unverifiable thing." Worker is defined as "A person who works for wages."

So, our title suggests that some of what we believe about people who work for wages is imaginary and unverifiable. These myths about workers are not trivial matters because managers act on them. If a manager believes that people want a lot of supervision, guidance, and instruction, then he or she will give them very little latitude or freedom to act when it comes to how they do their work. If that manager is wrong, frustration, conflict, and turnover are often the result.

Wharton School Publishing produced a white paper reporting on the results of more than 30 years of research by Sirota Survey Intelligence (SSI), an

international consulting group. The authors of the report, David Sirota, Louis Mischkind, and Michael Meltzer found many inconsistencies in what we think about workers. In analyzing their findings, SSI discovered that so much of what managers and executives considered to be common knowledge, was imaginary and unverifiable. Moreover, the prevailing views expressed by them were mostly myth.

Let's take a look at some of the myths they discovered about workers.

Myth No. 1: Most employees dislike their immediate managers.

The Reality: It is one of the most prevalent of myths that the immediate supervisor is the cause of employee morale problems. It makes sense to target this supervisor because he or she is in direct contact with workers and is often-relatively inexperienced and not well trained as a supervisor. Yes, they are a big influence, but usually for the better! The research shows that the immediate managers are among the highest rated elements in the workers environment. The survey shows that 78 percent of employees are very positive towards their supervisor's technical skills. Although their rating on human relations skills is lower at 66 percent, it is still much higher than the ratings on the company's bureaucracy. Only 10 percent of supervisors received unfavorable ratings.

Myth No. 2: Worker's will never be satisfied with their pay.

The Reality: Across the board, 40 percent of workers rank their pay as good or very good, and 23 percent of them rate it as poor or very poor. The remaining 37 percent rate it as so-so. However, in individual companies that pay competitive rates or better, workers rank their pay as high as 69 percent for good or very good, while companies that pay less than competitive wages rank as low as 8 percent for good or very good pay. The authors found that when workers complained about pay it was not a cover

for something else, such as boring work or bad supervisors. Complaints about pay are almost always actually about pay.

Myth No. 3: Most people don't care whether they do a quality job or not.

The Reality: Almost everybody really wants to do a good job. They do care! The major frustration is not being able to get the job done or done well because of obstacles in the form of poor equipment, insufficient training, bureaucracy, and conflicts among various parts of the organization. The study showed that 95 percent of all employees surveyed wanted to do a good job. The other 5 percent can be described as "allergic" to work. But managers tend to see those 5 percent as the majority, so they institute harsh rules and practices on everyone, such as very close supervision or demeaning policies. When much of the 95 percent start to act the way they're treated, it all becomes a self-fulfilling prophecy.

Myth No. 4: Workers object to large differences between their earnings and the earnings of senior management.

The Reality: It has become a common belief that workers resent the high compensation that senior executives often earn. The authors found that this is not an issue when the company is doing well and workers feel they are also benefiting from that success. A standard comment was, "Let him make as much as he wants. He deserves it, and it's been good for me. Let him keep doing what he's doing, and I'll do what I do as long as it's working."

If employees see that better pay, benefits, and privileges come to those who advance and that advancement is because of productivity and quality work, they recognize that as something to aspire to. There is opportunity! Reward people who give you what you want. Whatever you reward, you get more of.



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Myth No. 5: Most employees resist change, regardless of what the change

The Reality: The belief that, "People hate and resist change" has become a truism that few dare deny. The fact is that people almost always say they want change. But they resist change they see as harmful to them or their organization. They resist change that they do not understand. They don't want change just for the sake of change, but change they understand and, particularly, change they helped create. The more people know about what is coming the less they fear it.

Often managers will secretly develop plans and spring them on employees at the last minute because they do not want to hear about legitimate concerns or problems. They don't want to take the time or effort to sell their ideas to employees. It's tempting to say, "Why waste time listening to employees? They're just resisting change."

After such surprise changes, people begin to complain about all changes and the self-fulfilling prophecy is at work again. The behavior of employees reflects the way they are treated. Begin to truly think of employees as thinking adults and partners, who will also be affected by the changes.

Myth No. 6: In white-collar jobs, employees should be involved in decisions about their work, but that's not necessary for standardized, functional work.

The Reality: Most managers accept the concept that employees doing professional or managerial work should be brought into the decision-making process. But in spite of that awareness, they also believe that blue-collar, clerical, and labor-intensive jobs just aren't the place for participative management. They feel that ideas are for "idea" jobs but not for physical or "functional" jobs.

The authors say that this bit of common sense doesn't hold up to the light

of day when it is contradicted by the history of extraordinary developments by the legion of blue-collar innovators who are largely responsible for most of the advancements in industry. Those blue-collar workers who participated in decision making and development changed the manufacturing processes in every country in the world.

In Japan the shop-floor decisions made by the people doing the work are credited with making Japan one of the world's greatest manufacturing economies.

In fact, say the authors, there is no category of work for which involving workers in decision making, which means asking them to help think through and brainstorm solutions, is not appropriate.

Myth No. 7: Different generations want different things in their work. Young people today resent authority much more than young people of two or three decades ago.

The Reality: The research demonstrated clearly there are no differences in the three basic things people want in their jobs based on age, sex, occupation, industry, nation, or culture. People everywhere and in every walk of life wanted to be treated fairly, be proud of what they do and for whom they do it, and have good relationships with the people they work with.

Much of what is written about the generational differences may be true, but the concept that Generation X is less concerned about job security and more resentful of authority doesn't hold up. Resentment of authority is an individual attitude not a generational trait.

Myth No. 8: You just can't generalize about people at work because every individual is so different.

The Reality: Of course no two individuals are exactly alike and managers often need to take those differences into account when managing people. But there are broad and useful

generalizations that are well grounded in solid research that can be made about people at work. For example, as mentioned in myth No. 7, it is clear that while there are differences in the degree, the overwhelming majority of people do want to be proud of the work they do and the company they work for. (This satisfies a human need for achievement.) They do want to be treated fairly (the need for equity), and they do want to work harmoniously and productively with others (the need for camaraderie). When these needs are frustrated, the end result is a company with an indifferent workforce and a generally mediocre performance. Yes people are individuals, but there are very few individuals to whom these principles do not apply.

Myth No. 9: Whether or not a company is ethical and a good corporate citizen is of little concern to most of its employees.

The Reality: Except for gangsters and sociopaths, most people do not feel good about a day's work that requires lying, cheating, or stealing. And people don't want to work for companies that act this way. The ethics of their employers are of great concern to the large majority of workers.

The authors found that there are four main sources of pride people are attracted to in their company. These points of pride are seen as different facets of one attribute — Excellence:

- Excellence in the organization's financial performance.
- Excellence in the efficiency with which the work gets done.
- Excellence in the organization's products, including their usefulness, distinctiveness, and quality.
- Excellence in the organization's moral character.

People want to work for an organization that does well but also does good.

There is considerable research that indicates that companies that exude a



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ior produce more long-term business success. It may be a reflection of how employees in such an environment take as much pride in their work as they do in their company.

The Findings: The overwhelming majority of workers are shown to have three main goals in their work:

Achievement: To take pride in their accomplishments by doing things that matter and doing them well. To take pride in their and their company's accomplishments.

Equity: To be treated justly in relation to the basic conditions of employment, including pay, benefits, job security, and respectful treatment.

Camaraderie: To have warm, interesting, and cooperative relations with others in the workplace.

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EPA WaterSense for Homes

- Contained many negatives for the landscape industry
- Implications of a national water budget
- Created a central rallying point
- Next steps are uncertain

Overview

- We can be part of the problem or part of the solution
- We need to encourage our members to set good examples
- We need to participate in policy discussions and development

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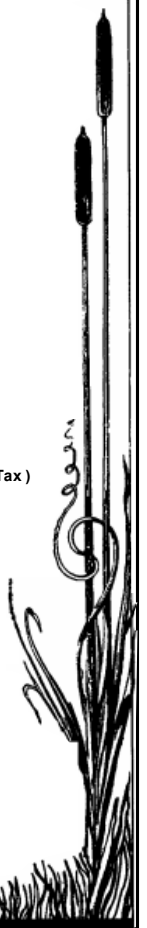
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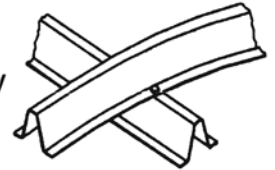
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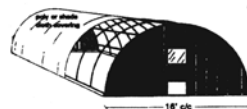
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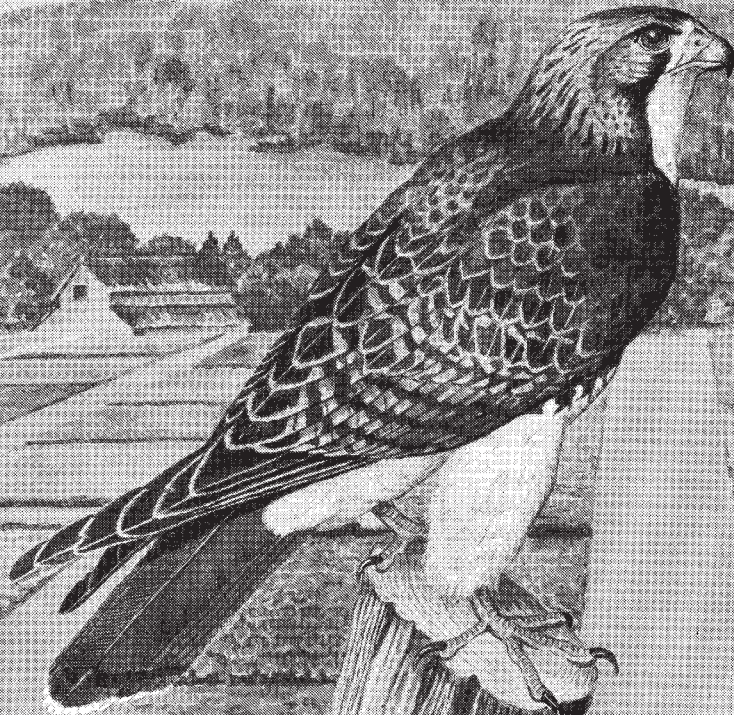
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Upcoming Events

March 17, 2009, **VIRGINIA GREEN INDUSTRY COUNCIL** Meeting
State Fair Office, Mechanicsville
Contact: 540-382-0943
info@viriniagreen.org

April 18, 2009, **COLONIAL VA CHAPTER OF THE HOLLY SOCIETY OF AMERICA**
Yorktown, VA 757-868-0496,
parkerew@aol.com

April 18-25, 2009, **HISTORIC GARDEN WEEK IN VIRGINIA**
"America's Largest Open House"
www.VAGardenweek.org
804-644-7776

April 30-May 3, 2009, **AMERICAN RHODODENDRON SOCIETY CONVENTION** Everett, Wash-
ington Contact: 425-837-8760,
dking4@gte.net

May 1-3, 2009, **AZALEA SOCIETY OF AMERICA NATIONAL CONVENTION** hosted by the
Northern Virginia Chapter of
ASA, Crowne Plaza Hotel,
Herndon, VA www.azaleas.org
703-242-8387,
ASA-2009-VA@hotmail.com

May 20, 2009, "**Basic "VIRGINIA CERTIFIED HORTICULTURIST EXAM (VNLA)** at: Monroe
Technology Center, Leesburg,
(10 am- 2 pm) 1-800-476-0055,
VCH@vnla.org
www.vnla.org/certification.htm

June 16, 2009, **PESTICIDE RECERTIFICATION** sponsored
by the Virginia Turfgrass Council
Williamsburg, VA
www.vaturf.org
vaturf@thevtc.org 757-464-1004

June 17, 2009, "**Basic "VIRGINIA CERTIFIED HORTICULTURIST EXAM (VNLA)**
at Lancaster Farms' Conference
Room, Suffolk (6-9 pm)
800-476-0055, VCH@vnla.org
www.vnla.org/certification.htm

June 18-20, 2009, **SOUTHEAST GREENHOUSE CONFERENCE**, Greenville, SC
614-487-1117, sgcts@ofa.org
www.sgcts.org

June 23, 2009, **PESTICIDE RECERTIFICATION**, sponsored by the
Virginia Turfgrass Council,
Charlottesville/Staunton, VA
www.vaturf.org
vaturf@thevtc.org 757-464-1004

June 24-28, 2009, **PLANET LEADERSHIP CONFERENCE**
Skamania Lodge, Stevenson, WA
Contact: 800-395-2522, in-
fo@landcarenetwork.org
www.LandcareNetwork.org

July 12-14, 2009, **PLANET LEGISLATIVE DAY ON THE HILL/RENEWAL & REMEMBRANCE**, Washington, DC
Contact: 800-395-2522, in-
fo@landcarenetwork.org
www.LandcareNetwork.org

July 21-23, 2009, **PA GREEN EXPO**
www.pagreenexpo.com
800-789-5068

July 20-22, 2009, **ANLA LEGISLATIVE CONFERENCE**,
Washington, DC
Contact: www.anla.org

July 22-23, 2009, **2009 WATER CONFERENCE** Water, Irrigation and
the Environment, Park City, UT
sponsored by The Irrigation
Association, www.irrigation.org
703-536-7080

July 28-30, 2009, **PANTS Trade Show**
Greater Philadelphia Expo Center
at Oaks, near Valley Forge
717.238.1673 www.plna.org in-
fo@PANTSHOW.com

August 19, 2009, **VNLA FIELD DAY**
9 am - 4 pm Location: Merrifield
Garden Center, Gainesville, VA
www.vnla.org 800-476-0055
FieldDay@vnla.org

August 20, 2009, **VNLA SUMMER TOUR**, Northern Virginia area

September 11, 2009, "**Advanced" VIRGINIA CERTIFIED HORTICULTURIST EXAM (VNLA)** at: TBA,
Richmond (1:00-5:00 pm)
1-800-476-0055, VCH@vnla.org
www.vnla.org/certification.htm

September 12, 2009, **VA GOGREEN GARDEN FESTIVAL** sponsored
by the Virginia Green Industry
Council at Virginia Science
Museum, Richmond,
540-382-0943, in-
fo@viriniagreen.org
www.viriniagreen.org

September 2009, "**Basic "VIRGINIA CERTIFIED HORTICULTURIST EXAM (VNLA)** at: TBA
Lynchburg/Charlottesville (1:00-
5:00 pm) 1-800-476-0055,
VCH@vnla.org
www.vnla.org/certification.htm

October 19-21, 2009, **MID-ATLANTIC CHAPTER - INTERNATIONAL SOCIETY OF ARBORICULTURE** Annual
Meeting at the Clarion Resort,
Fontainebleau Hotel, Ocean City,
MD 703-753-0499
www.mac-isa.org
macisa@hughes.net

October 22-24, 2009, **THE HOLLY SOCIETY OF AMERICA**
Martha's Vineyard, MA
757-868-0496 parkerew@aol.com

October 28-31, 2009, **PLANET GREEN INDUSTRY CONFERENCE (GIC)** Marriott Louisville Down-
town/Kentucky Expo Center,
Louisville, KY 800-395-2522, in-
fo@landcarenetwork.org
www.LandcareNetwork.org

*For a Current Listing of
VIRGINIA CERTIFIED
HORTICULTURIST
review classes and test dates,
go to vnla.org/certification.htm*

