

ARE YOU A MANAGER OR A COACH?

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Perhaps every member of the Southern Region of the IPPS considers himself a manager of some sort; that would be only natural. We have always been schooled in the idea that, at least in the nursery production business, there are only managers, owners, and workers — never coaches!

A manager is a person charged with the control or direction of a business. He controls resources and expenditures. He directs the general activity of the business. He plans a lot for the future.

A coach is a person who trains others, either individually or as a team. He's a private tutor who gives instruction. He worries about individual effort and about making the most of individual abilities.

While there is some similarity in the duties of the two, it is readily apparent that there are marked differences also. In fact, it's hard to equate the two in view of their general responsibilities.

The Tampa Bay Buccaneers began their professional life with an initial record of 0-26. That is no wins and 26 defeats! After a few reasonably successful seasons, they fell back into losing ways last year and ended with a record of 2-14. This year they sport a losing record again. Who is to blame? What actions should be taken? The coach resigned, effective at the end of this season. Most think that is for the good, since he is responsible for the day-to-day training of the team. After all, in the eyes of the paying public, it's the team effort that counts.

The management, in their wisdom, should see to it that a more effective coach is signed as soon as possible after the end of the season. In addition, the management must protect the franchise in the sense of marketability and vigor as an organization. That's the primary function of management.

The general manager of any enterprise, be it a football team or a production nursery, must be involved with marketing, capital improvement programs, and the general team effort of personnel as seen from the total management viewpoint. He cannot and should not be directly involved in the individual workers' development, unless the organization is so small as to demand such immediate attention.

The coach, on the other hand, must recognize and develop

whatever talent is available. He must initiate and promote training programs designed to bring about the optimum efforts of those individuals for the betterment of the team effort. Just as in a college draft in football, the coach must be able to size up the potential of individuals and after hiring them, he must be able to develop them into a winning team.

What is your role? Are you a manager or a coach? Do you know? Have you taken the time to identify your role? Are you, like many, trying to be both? And with mediocre results?

A production nursery can very well have a general manager who has never stuck a cutting, or germinated a seed, or budded a single understock. That's O.K. as long as he knows how to manage. His talents can very well lie elsewhere. He may be more effective in that area than the poorly trained-for-business nurseryman.

The coach, or supervisor of production, on the other hand, should have plenty of "hands-on" experience. Otherwise how can he expect to instruct in the techniques of good propagation and production?

But, back to football for a minute. The owner looks on a team as an investment, just as the owner of a production nursery should look on his investment. The owner relies on the manager to build his investment, not just to protect what is current. The manager relies on the coach to enhance his chances to build the investment for the owner. The coach relies on many individuals and their talents as players to provide the results to further his own development, both financially and reputation-wise.

Remember this:

A group of players *always* contains a future coach or two. The same group *often* contains a general manager. That group of players *seldom* contains an owner!

An effective coach develops and retains the better employees. He provides feedback for their information. By offering constructive comments about their work, he lets them know where they stand. He isolates their weaknesses and helps them correct such weaknesses. The good coach varies the tasks of the players. He lets them experience several jobs to bring out their best talents. And he helps the players to establish goals that can bring better rewards.

A successful coach is patient, always capable of remembering that he once made those same mistakes. He is not one who says, "I thought I made a mistake once, but I was wrong!" The best coaches are fair and consistent.

The best teams are made up from good workers, not bums.

They contain eager people who are urged to concentrate on motivation, leadership, and satisfaction as goals. The financial rewards will follow if the system is properly put together.

Is it time for you to reevaluate your role in your business? Can you properly identify yourself? Are you able to determine your course of activity and then develop a program which will enable you to maximize your input and results? You are in one role or another — manager or coach, which is it? It is hard to be both.

PROPAGATION AND PRODUCTION OF TROPICAL FOLIAGE PLANTS IN THE "POLY-POT-PACK"

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Abstract. This is a review of work conducted on a method of plant propagation and plant production using a high quality peat-lite mix pre-packaged in plastic film tailored to fit inside containers of specific shape and size. Production of foliage plants of commercial quality in these packs is shown to be feasible and offers several benefits. These include conservation of water, fertilizer, and plastic, and reduced costs of handling and shipping the finished plants. Packs will accept seeds, seedlings, unrooted or rooted cuttings, liners, and air layers to be grown to finished or prefinished sizes.

REVIEW OF LITERATURE

Nurserymen and flower growers have grown plants in a variety of containers made from a number of materials such as wood, clay, steel, plastic, asphalt-impregnated papers, wood composition, and peat. The rigid container has been and continues to be the standard of the industry. In recent years several plastic-film bags offering a range of features have been introduced to the nursery industry. Although the rigid or semi-rigid plastic and metal containers are still the most popular, there is a limited trend toward use of plastic film bags as growing containers for ornamental plants.

Development and use of improved propagation and growing media for container systems has been concurrent with the changes in container technology. Peat-lite mixes are now being formulated and marketed by several companies on a nationwide basis. Many large nurseries now purchase their potting media preblended to specifications. This trend has been pronounced during the past 5 years and is expected to continue.

The concept of combining a tough plastic film with a high