



Farm Management

SMALL-BUSINESS CEOS SHARE SECRETS OF SUCCESS

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It's easy to know what makes Bill Gates tick or what demons drive Donald Trump. They live their lives in a media swirl, much of it self-invited.

But what about the thousands of CEOs in smaller businesses, the ones who will never be celebrities except perhaps in their home town or in their industry circles? What is it that drove them to the top, what keeps them there, and how has their ambition affected those around them?

Leadership portraits have been developed from a diverse group of businesses and circumstances by engaging small business owners in conversations about what is leadership and life at the top.

So what makes these CEOs run? Some think that the skills and drive for leadership are hardwired into certain people's brains — or as one CEO explains, "I think people climb mountains because they can;

they run in marathons because they can. I'm a CEO, because I can. This is just what I do and what I am."

Genetic or not, unusual ambition and an unbending will to succeed are the hallmarks of these CEOs.

For many of these CEOs, values and character are consciously embedded in their leadership. Robert Cutler, from a promotional marketing firm, echoes those thoughts: "As a business leader, you don't do the right thing because bad things will happen if you don't. You do the right thing because it is a reflection of your character and values."

Steve Tobias, who built a \$15 million annual shipping container business from scratch, expresses it this way: "If you do what's right, everything will work out in the end. If you fail, you still have your values and your character."

A value that many share is a desire to give back to their employees and to the wider community.

One CEO pays his employees to learn, everything from work-related skills to after-hours book clubs. "If you can spend five percent more of your salary base

Remove Standing Water To Keep Mosquitoes At Bay

UNIVERSITY PARK (Centre Co.) — The itch of a mosquito bite is one of the biggest nuisances of summer. But you can reduce your chances of being bitten — and help keep mosquito populations in check — by taking a few simple precautions, said an expert in Penn State's College of Agricultural Sciences.

"Ordinarily, mosquitoes are little more than a mild irritant," said Charles Pitts, professor of entomology. "But because they can transmit diseases to humans and pets — such as West Nile encephalitis, eastern equine encephalitis, and canine

heartworm — you should take steps to avoid being bitten and to eliminate mosquito breeding areas."

Mosquitoes breed in standing water. Only female mosquitoes bite, according to Pitts. "In most cases, the female must have a blood meal before laying eggs," he said. "The females' persistent search for blood brings them into houses and yards, where they may become annoying pests."

Many mosquito problems can be traced to containers of water around the yard, such as children's toys, pots and cans, tire swings, animal tracks and clogged rain gutters. Neighborhood breeding areas can include construction sites, trash dumps and cemetery urns or planters. Most mosquitoes remain within a half-mile of where they hatched, but some can fly many miles.

During warm weather, mosquitoes can breed in any puddle that stands for more than four days. "The most effective way to control mosquitoes is to eliminate standing water," said Pitts.

He advises homeowners to:

- Remove old tires, tin cans, buckets, glass jars, toys and other water-catching objects.
- Tightly cover rain barrels to prevent egg-laying. A thin layer of oil will kill mosquitoes already present.
- Change water in bird baths by flushing with a hose at least once a week.
- Fill tree holes with sand or cement or drill to allow drain-

age.

- Keep rain gutters clean and free of obstructions.

- Drain excess water from flower pots.

- Keep swimming pools covered when not in use.

- Turn over wading pools and wheelbarrows when not in use.

- Empty accumulated water from boats and cargo trailers.

- Clear aquatic vegetation from around the edges of ponds to allow fish to feed on mosquito larvae and pupae.

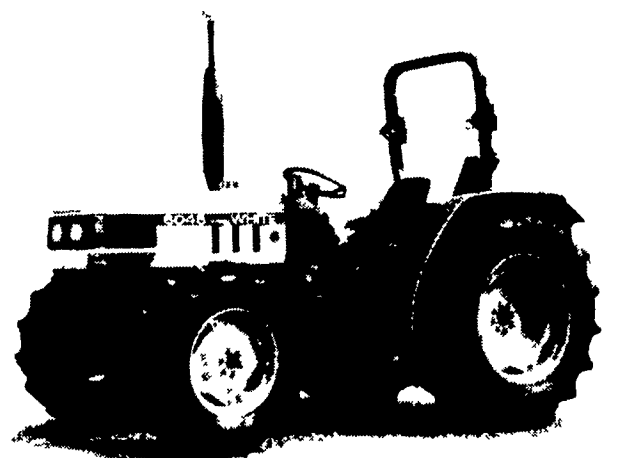
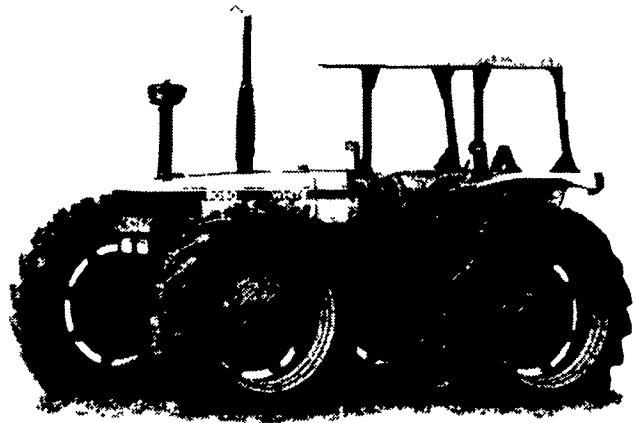
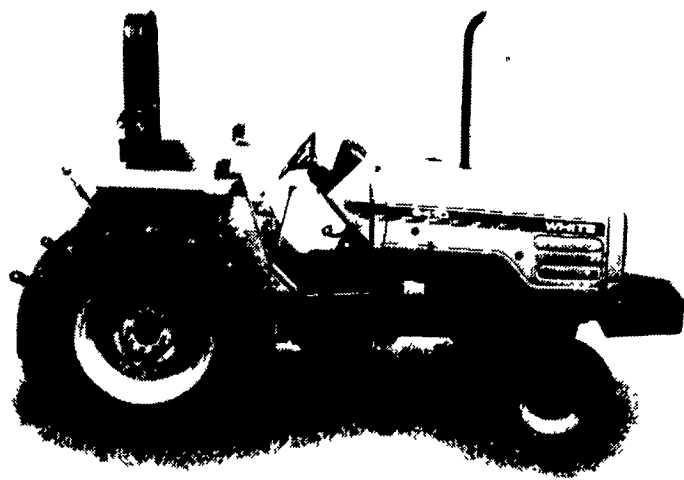
Pitts said mosquitoes should be excluded from building by keeping windows, doors, and porches tightly screened. "For mosquitoes inside the house, use a fly swatter or an aerosol insecticide labeled for flying insects," he said. "Avoid spraying around food, dishes or eating utensils."

When going outdoors for an extended period of time, insect repellents can provide protection from mosquito bites. "Repellents can protect for up to five hours," said Pitts. "But because people vary in their attractiveness to mosquitoes, the effectiveness of the repellent may depend on the individual."

Before using a repellent or insecticide, be sure you thoroughly read and understand all directions and cautions on the product label, Pitts said.

For a free fact sheet on mosquitoes, contact the nearest county office of Penn State Cooperative Extension, or visit the Web at <http://www.ento.psu.edu/extension/factsheets.htm/mosquitoes.htm>.

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