



GEORGE MORRIS CENTRE

Landscape Industry Executive Program

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January 11, 2012



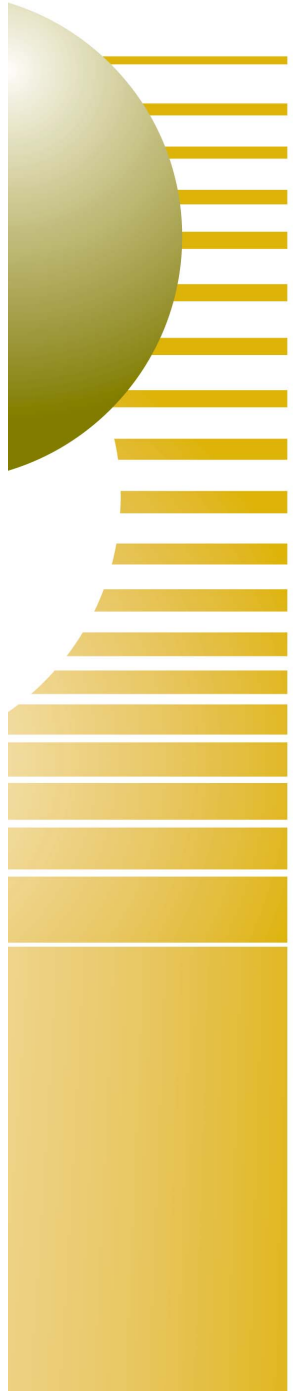
Canadian Nursery Landscape Association

Association Canadienne des Pépiniéristes et des Paysagistes



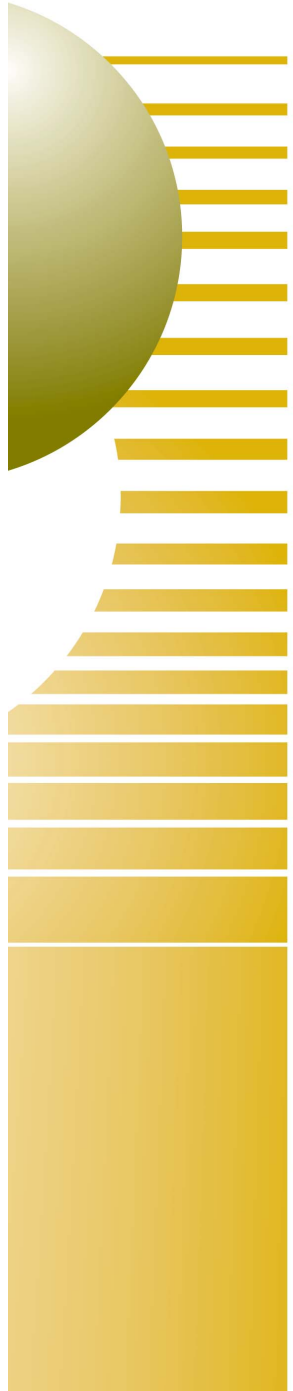
LIEP Process

- Discussions began in June 2010
- Evolved into forming an industry steering committee comprised of 41 members: committee chairs, volunteers and staff of all three-commodity groups.
- 2 members and 1 staff audited three modules for feedback
- The end result: a collaborative effort between the Canadian Nursery Landscape Association and the George Morris Centre to **advance professional development to benefit our industry and members**



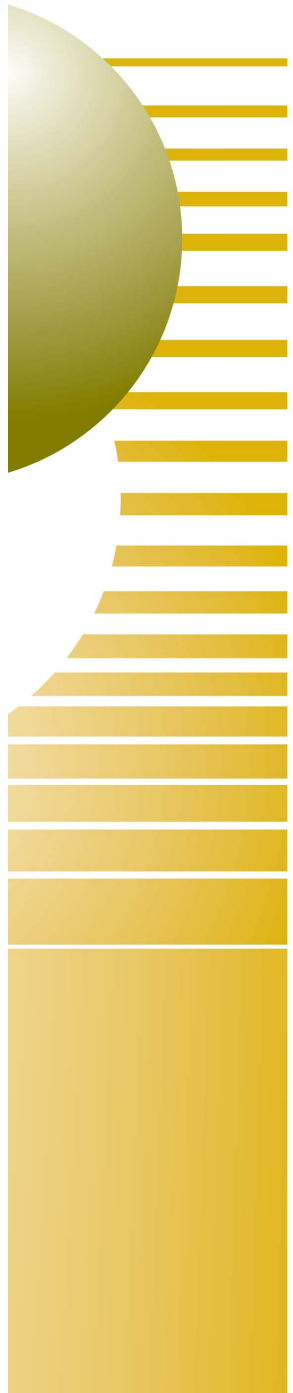
Program Objective

- To provide nursery, landscape and garden centre industry professionals the tools to help them achieve excellence in business management.
- This program is designed for the nursery landscape garden centre industry and offers a practical, custom-designed approach to executive management training.



Why partner with the George Morris Centre?

- 25 years of executive management training expertise
- Feedback from participants point to “life and business-changing experiences”
- Repeat customers - A number of companies use programs for on-going training of their managers
- At least five competitors for Outstanding Young Farmer of Canada
- Principal Instructor recognized with excellence in business management award



The George Morris Centre and our industry

- The George Morris Centre has championed several research projects for our industry including:
 - The Benefits of Green Space Report study, officially known as the *Literature Review of Documented Health and Environmental Benefits Derived from Ornamental Horticulture Products*, completed in March 2007.



The George Morris Centre and our industry

- *Labour Issues in the Horticulture Sector- Prepared for the Horticulture Value Chain Roundtable – Labour Working Group* to provide an assessment of the effectiveness of the current infrastructure in addressing key labour issues, and to categorize the challenges and gaps that will affect a new long-term strategy (January 2010)
- *Identifying Labour Issues and Challenges in the Landscape Horticulture Industry: Labour Development and Skills – Landscape Ontario’s Horticulture Stakeholder Survey (July 2011)*



Landscape Industry Certified Manager (CLP) vs. LIEP

Landscape Industry Certified Manager:

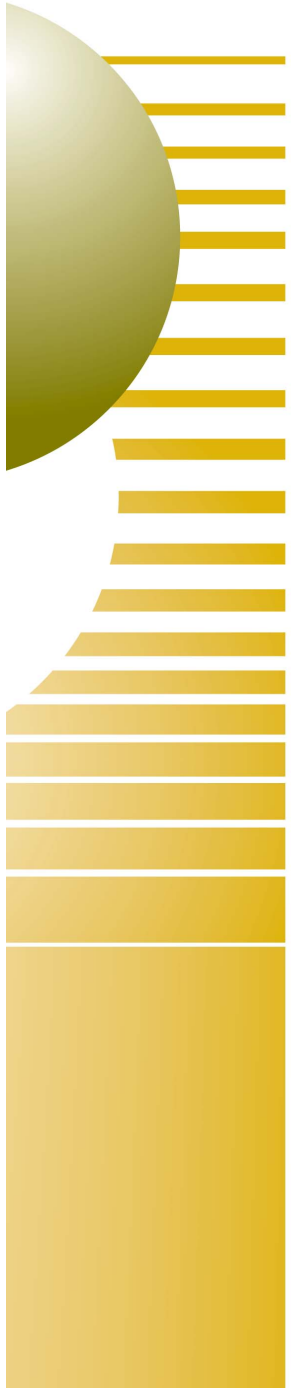
- Focused on seven key areas of competency for business success
- Internationally recognized trade certification, includes an exam.
- Focuses on self learning or condensed workshops for training
- Foundational level of knowledge (college level)



Landscape Industry Certified Manager (CLP) vs LIEP

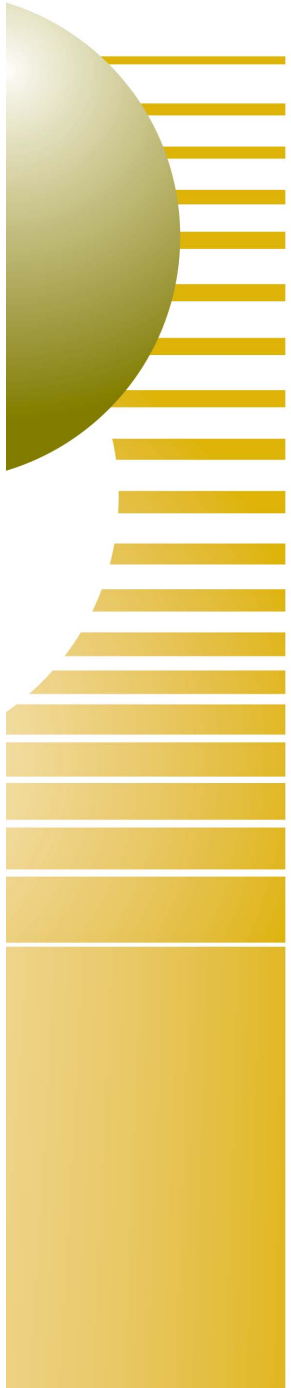
Landscape Industry Executive Program:

- Deeper focus on core issues of business success
- Course is longer, more in-depth, and creates a business plan over the 3 sessions
- Focuses on integration of material into plans and execution for your business
- Personalized coaching on your specific business issues
- An expert level of knowledge (graduate school)



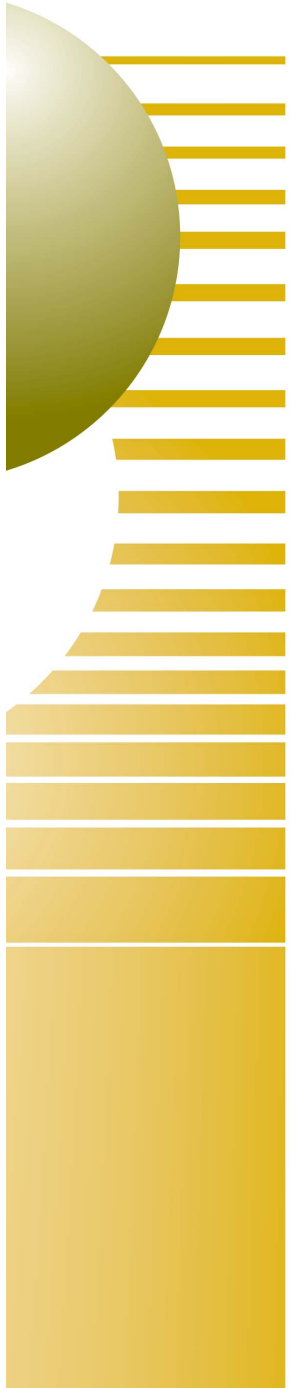
Landscape Industry Certified Manager (CLP) vs. LIEP

- CLP: covers technical and essential management skillsLIEP applies these skills to your real-life business scenario
- CLP: gives you the core tools to do the task.....LIEP provides the experiential environment with peer interaction and review towards best practices in using the tools to your competitive advantage in learning.



Landscape Industry Certified Manager (CLP) vs. LIEP

- If you have your CLP....LIEP takes the knowledge and skill a step further to a direct application to your business, with coaching
- Once you have taken LIEP do you still need CLP? YES!
- Learning is life-long. There is no final destination



“A man can learn only two ways, one by reading, and the other by association with smarter people.” (Will Rogers)

Will Rogers

“It is what we learn after we think we know it all, that counts.”

Anonymous

“Learning is a treasure that will follow its owner everywhere.”

Chinese Proverb



Objectives

- Explain the Landscape Industry Executive Program
 - Describe our approach to management training
 - Describe the content of the course
 - Introduce the instructors
- *“All of the top achievers I know are life-long learners... Looking for new skills, insights, and ideas. If they're not learning, they're not growing... not moving toward excellence”.* [Denis Waitley](#)



Objectives of Our Training

- To prepare people for general management
 - People who are now or are candidates for top management
- To change management behaviour positively
 - People who are currently in top management but want to improve performance
 - We don't want to blather at people and send them home entertained
 - Rather, we want to give them some things they can use to make improvements in their businesses



Approach

- Recognize that:
 - Everyone doesn't learn the same way
 - There is no magic bullet for every operation
- Therefore, we design our courses
 - To have a range of learning techniques
 - Ensure that there is a course assignment that allows each participant to focus on what is important for his/her operation



Learning Techniques

- Courses include:
 - Lectures/discussions/readings
 - Case studies, in-class assignments, Out-of-class assignments, Group assignments
 - Therefore, structured and unstructured networking
 - Presentations
 - Integration into a strategic and operating plan
 - Coaching
 - Tours



Conduct Of Courses

- Three five-day modules
- Tours, classroom, assignments
- Develop a plan for your operation with coaching
- Based on a progressive “mini-MBA” approach
- Each session builds on the initial foundation



Module 1

- Strategic visioning and strategic planning
 - Get yours started here with the techniques presented
- Financial management 1
 - Why finance is not accounting and how financial statements have value beyond tax time
 - Understanding and managing P&L, Balance Sheet, Cash Flow
 - Ratios and their interpretation
 - Benchmarks for the landscape industry



Module 1

- Myers-Briggs Type indicator
 - Precursor to HR
 - People fall into various “types” based on the way they learn and react to information. Therefore different types are motivated by different techniques
 - Learn about your type.
 - Learn how the other types learn and react



Module 2

- Marketing
 - Strategic marketing management for product or service positioning, pricing, promotion and delivery
 - Develop strategies for an increasingly segmented and competitive consumer market
 - Navigate within the supply chain and create value



Module 2

- Financial Management
 - More on managing P&L and Balance Sheet
 - Financial risk management
 - Capital budgeting and investment analysis
- Governance
 - Corporate governance and board influence on company policy
 - Board and management alignment
 - Defining the role of the board – do you need one?



Module 2

- Performance/change management
 - What are the steps in changing culture and operations to achieve new goals/raise productivity?
- Strategic planning
 - Presentations and input on your plan



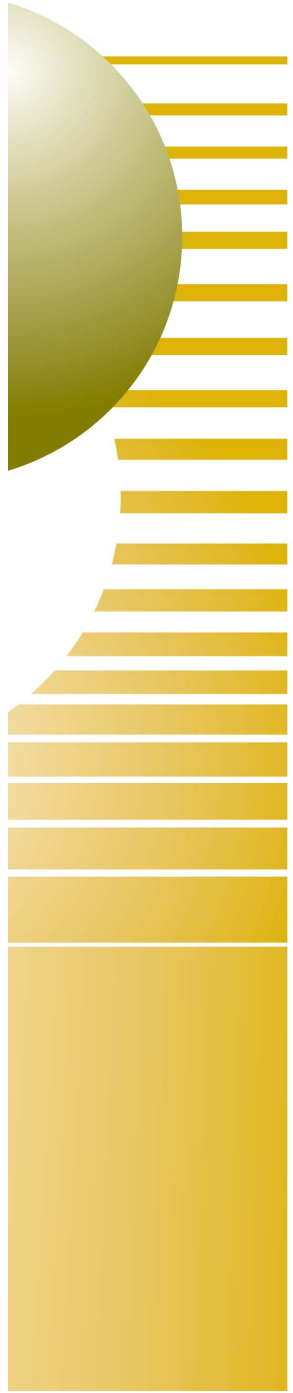
Module 3

- Human resource management
 - HR “best” practices – recruiting, retention, compensation
 - Exercise leadership strategies & empower teams
 - Negotiation and conflict resolution
- **Succession planning**
 - Human side of succession planning
 - What outcome do you want?
 - How to acknowledge the last generation
 - Business structure and tax considerations



Module 3

- Strategic planning
 - Final presentation and feedback on your plan



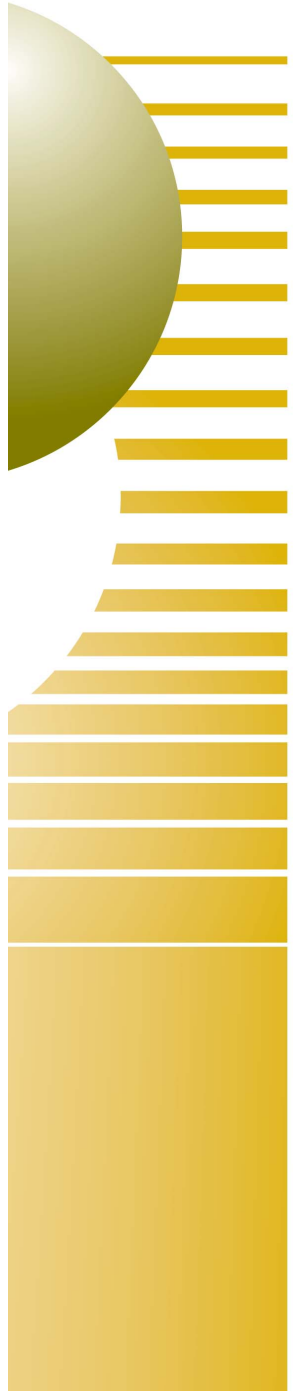
Principal Instructors

- Larry Martin
- Julia Christensen-Hughes
- Randall Westgren
- Lori Schmalz
- Heather Broughton
- Dan LaPlain



The 7 Habits of Business Success – Zahorsky 2011

- **Habit 1. Cultivate Inner Networks:**
Identify and build relationships with key peers, mentors, and advisors.
- **LIEP-** Gives opportunity to build networks and relationships with fellow leaders and program instructors.



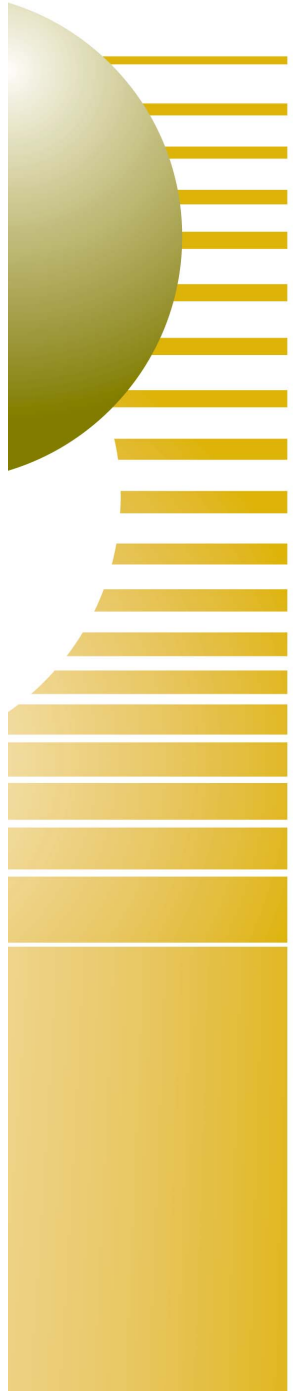
Habit 2. Be Customer Centric:

- A mindset of understanding the customers' world. Focus away from business and profits, and toward what you can do to improve the life of your customers.
- **LIEP-** Focuses on knowing and understanding your customer through topics like consumer behavior, brand management, services and collective marketing.



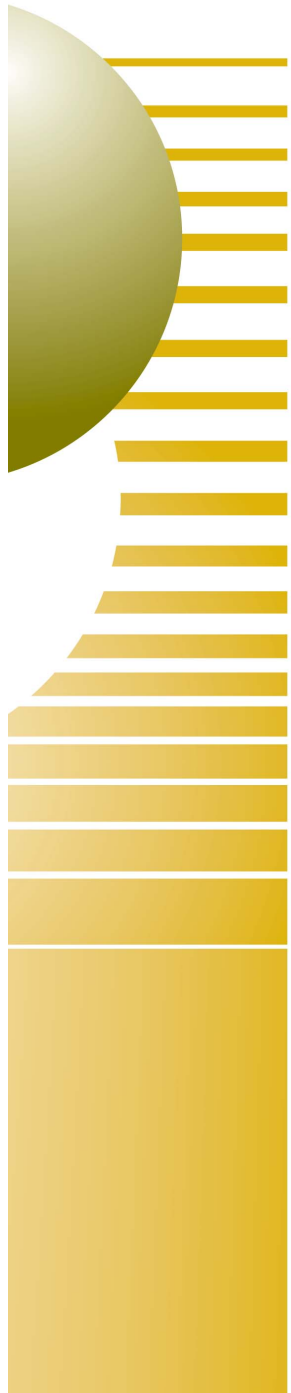
Habit 3. Humble Honesty

- Know your strengths and weaknesses. Don't spend time developing weaknesses. Find help for weak areas, enabling you to focus on strengths.
- **LIEP**- Self assessment is in planning, Myers-Briggs, HR. Enables seeing your company realistically and developing it strategically



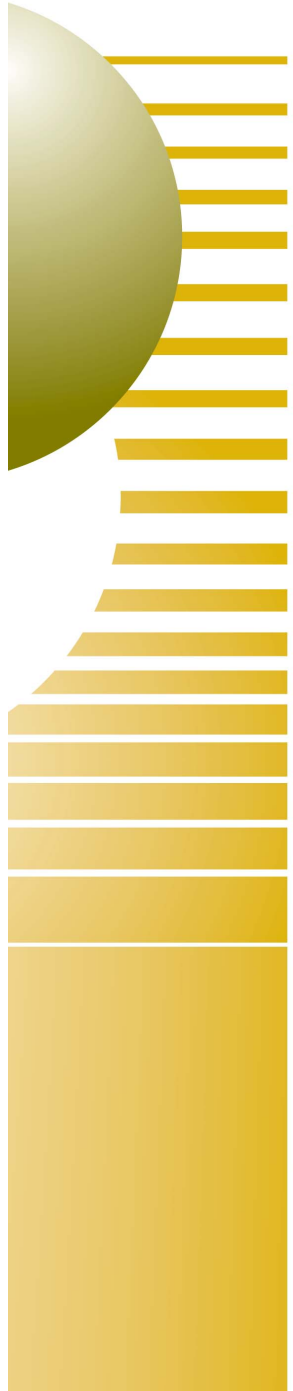
Habit 4. Adaptability

- Nothing ever goes as planned. Success requires the ability to adapt to changing situations.
- **LIEP**- Our planning and execution process builds in the tension between focus and adaptability.



Habit 5. Opportunity Focused

- Staff issues, customer misunderstandings, cash crunches- the list of business problems is endless. Every problem has an opportunity.
- **LIEP-** Our section on Strategic Human Resources touch on many topics that most owners/ managers struggle with. With the correct tools and practices you will be able to increase employee productivity and retention.



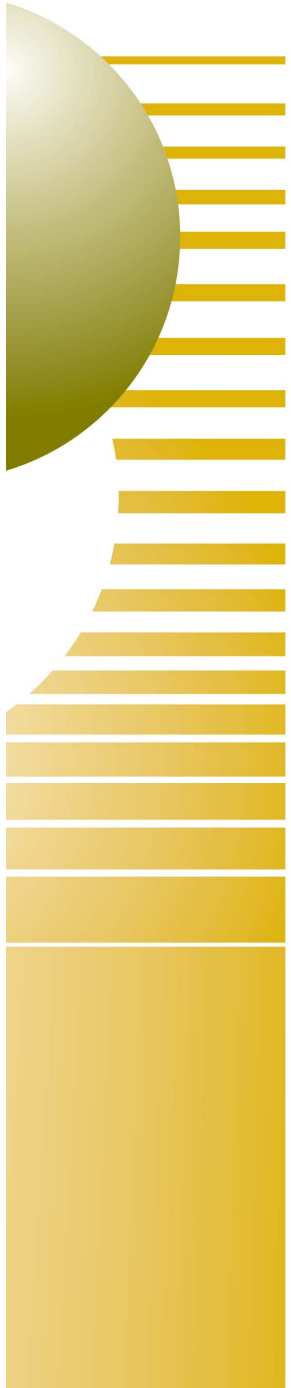
Habit 6 Finding a Better Way

- Productivity is the cornerstone of business success. Formulate the habit of finding a better way
- **LIEP-** Performance/change management is about increasing value for money



Habit 7. Balanced Lifestyle Management

- It's easy to allow the business to take control of your life. Business success requires the habit of balancing all aspects of your life.
- **LIEP** - “I don’t have the time to attend a management training program.” LIEP “gives me the opportunity to step away to “work on” my business, not “work in” it”



**For more information
or to register, contact:**

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