



# Strategic Leadership Workshop



# Topics of Discussion

- Aligning business strategy, culture and people strategy
- Management vs. leadership

# Topics of Discussion

- Strategic Leadership Pillars



# Truth or Limiting Belief?

The business is seasonal so what's the point of developing my employees – each season I keep losing them to my competitors

# Truth or Limiting Belief?

It's all about the money with employees in this business, they'll move for \$1 more pay to another company

# Truth or Limiting Belief?

Generation Y's don't have a work ethic. They can't focus on a task for more than 15 minutes

# Truth or Limiting Belief?

It's so frustrating, my employees won't think for themselves – they just wait for me to tell them what to do

# Truth or Limiting Belief?

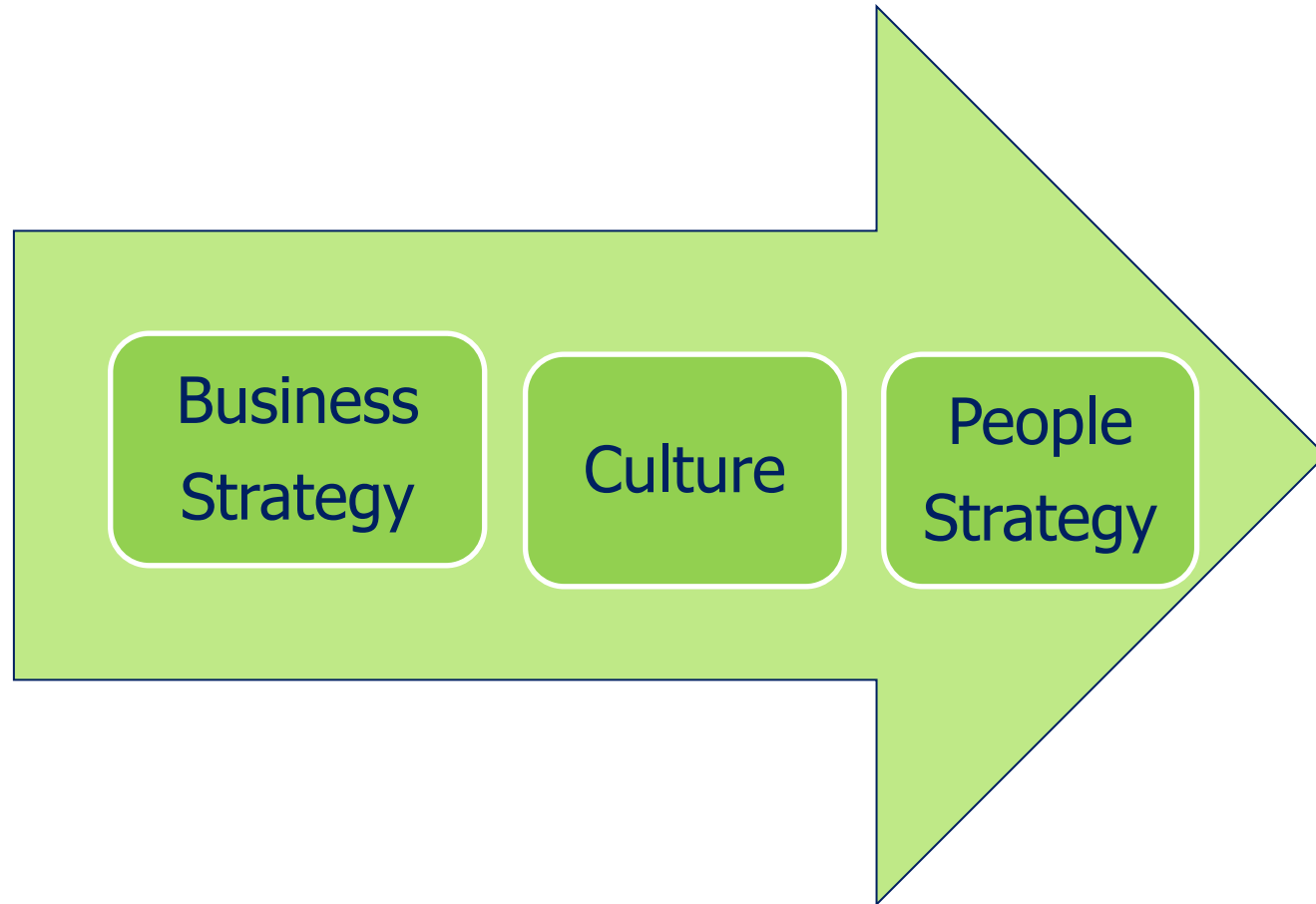
How do I get my people to do what I want?



Photo by liquidnight  
<https://www.haikudeck.com/learn-how-to-lead-business-presentation-v1PwtVKCNQ>



# Strategic Leadership Aligns



# Strategic Leaders

## Understand

When to.....



When to.....



# Group Exercise

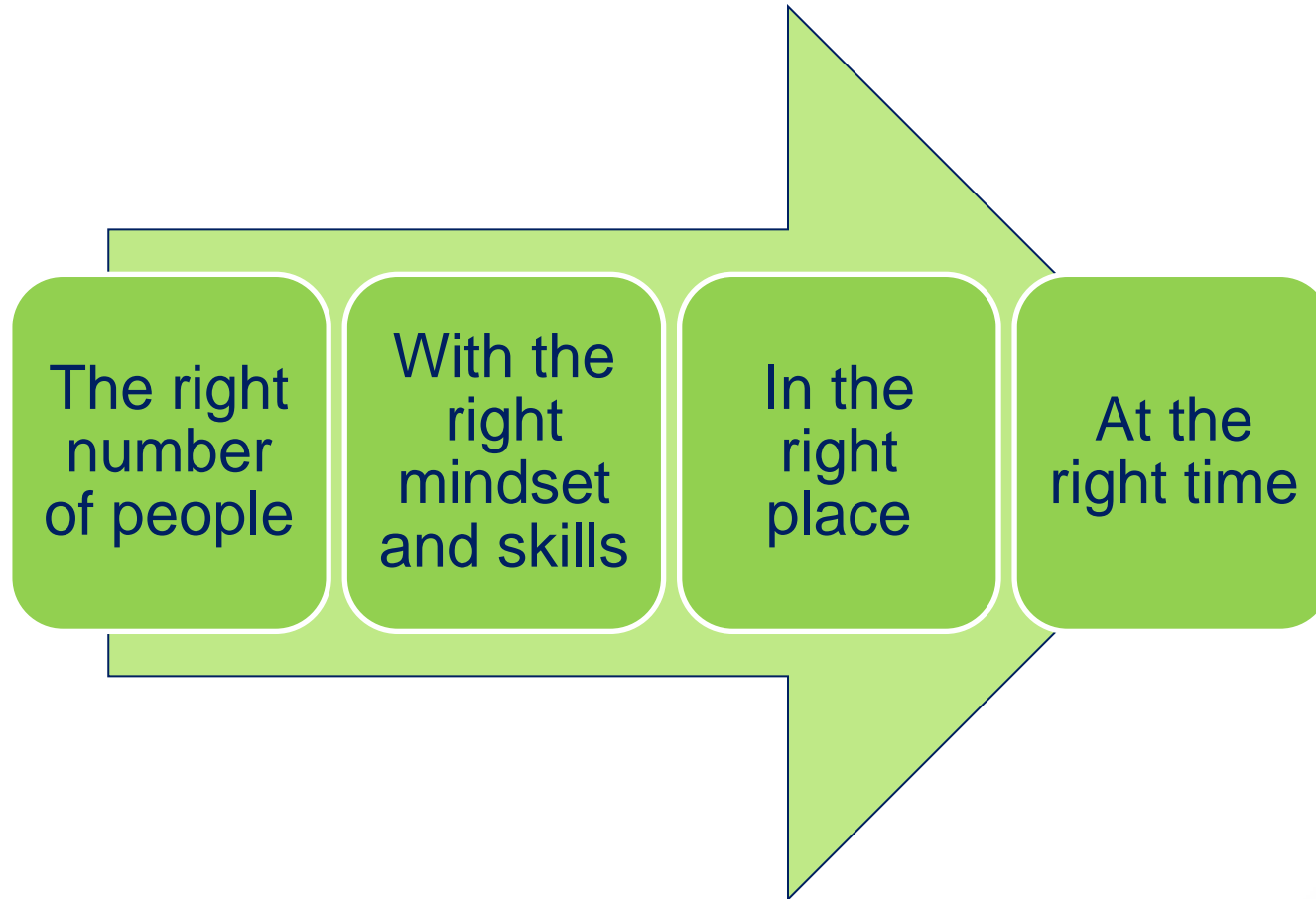
1. How would you define 'management'?
2. How would you define 'leadership'?
3. What activities are you doing when managing?
4. What activities are you doing when leading?



- *Presiding* over resources which a business uses to function
- *Allocating* resources effectively/efficiently
- *Making* the best possible *use* of people

‘Leaders Change – Facilitating Action’

# Management





*"Influencing* others by *inspiring* and *enabling*  
employees to  
*achieve business goals"*

Adapted: Steven L. Shane – 'Organizational Behaviour'



**“Ability to influence employees to make day to day decisions that lead to financial stability and long-term business growth.”**

**Strategic Leadership: Short-Term Stability and Long-Term Viability: W. Glenn Rowe and Mehdi Hossein Nejad: Ivey Business Journal**

# HR Toolkit

The screenshot displays the Landscape Ontario website, which is dedicated to the horticultural trades. The header features the organization's logo, a search bar, and contact information (1 800 265 5656). A navigation menu includes links for About Us, Chapters, Professional development, Resources and services, Sectors, Shows, media and awards, and Sign In.

The main content area is titled "EMPLOYMENT ONTARIO" and states that the project is funded by the Ontario Government. It is presented by the Horticultural Trades Association (landscapeontario.com) and is project-funded by Humber and the Ontario Professional Association (OPA).

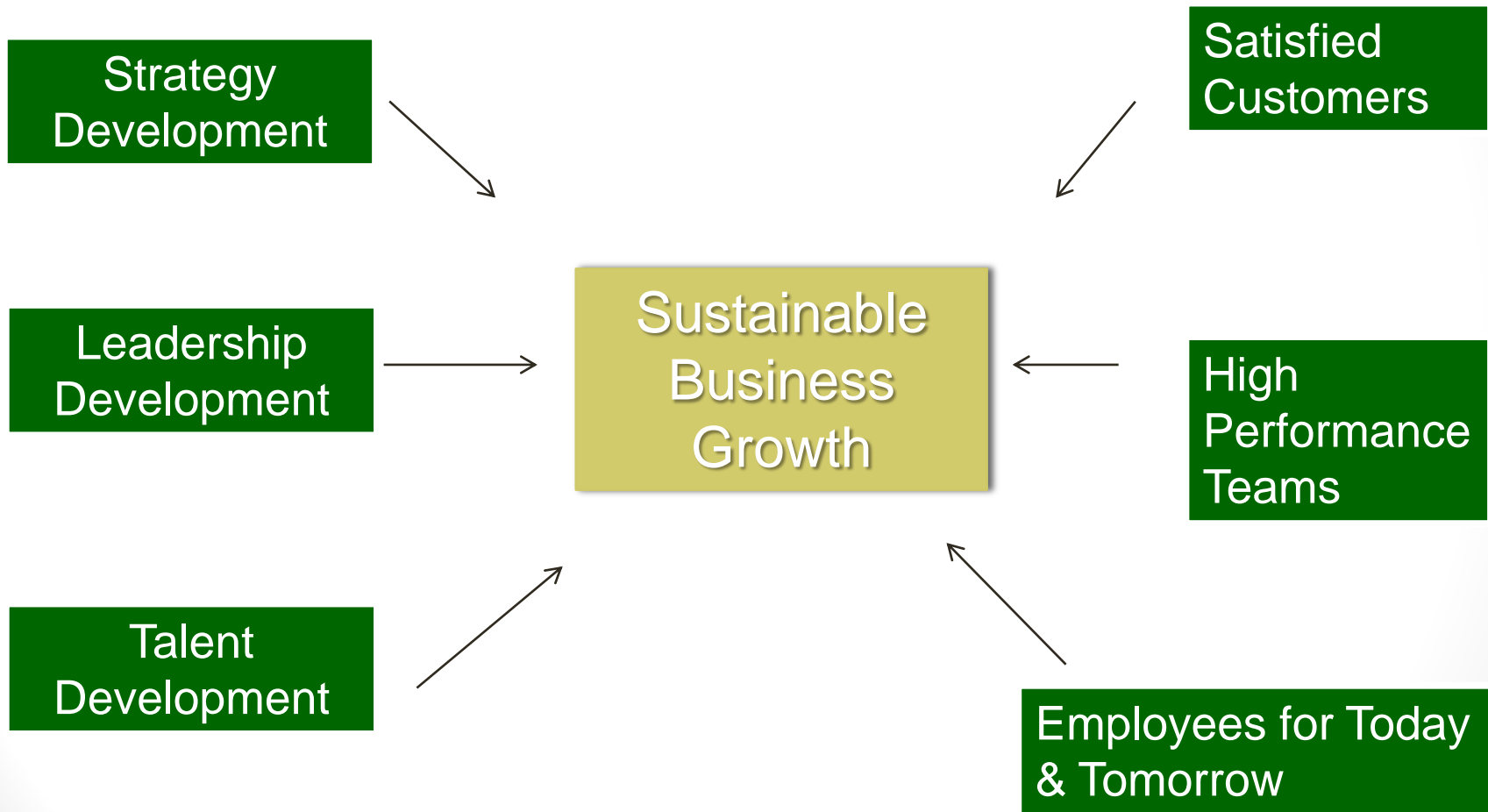
The central focus is "The Growing People Resource," described as "Your roadmap to smart employees and strong teams." This resource is divided into four sections: Policy and Procedure Manual, Recruitment and Selection, Employee Handbook, and Retention. Each section is accompanied by a representative image (e.g., a person working in a garden, hands planting a seedling, a person working with plants, and a large tree).

Below the main resource, there are three sections: MEMBERSHIP (with a link to Membership Benefits), NEWS (with a link to Downy mildew killing impatiens in the landscape), and EVENTS (with a link to Certification Test Home Office). Each section includes a small icon of an envelope.

The footer contains links for SITE MAP, PRIVACY POLICY, and CONTACT INFO. It also includes a disclaimer: "This site is for the trade only. We also offer our consumer site at: www.landscapeontario.com". The copyright notice is: "© Copyright Landscape Ontario Horticultural Trades Association". The address is: "Landscape Ontario Horticultural Trades Association, 7899 Fifth Line South, Milton, Ontario, Canada, L7T 2X8". The phone number is: "1 800 265 5656". The fax number is: "519 875 3942".



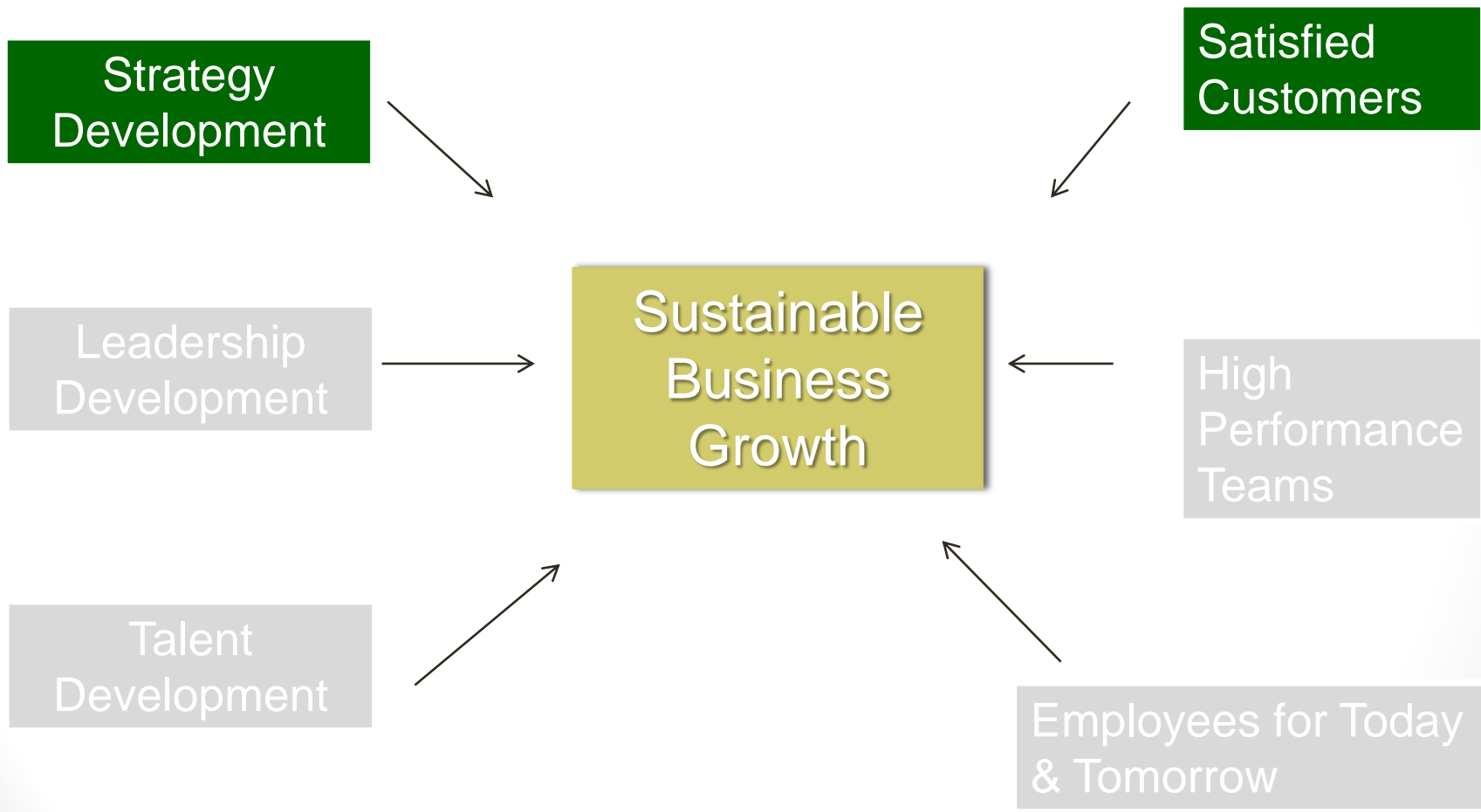
# Strategic Leadership



# Sustainable Profitability Comes From...

“Owners who stay focused, through the ever changing demands of their businesses on the development of strategy, leaders and talent.”  
Deloitte Touche: ‘Aligned at the Top’

# Strategic Leadership



# Strategy Development

1. Business Strategy
2. Culture
3. People Strategy

# Business Strategy

Group Work:

What are the key components of a robust business strategy/plan?

# Culture

## Owner:

- Driving force
- Shapes the environment
- Models the expected culture
  - Values
  - Beliefs

“ Employees know the correct way of thinking about and acting on problems and opportunities facing the business.”

‘Organizational Behaviour’ Steven L.  
McShane

# Culture

- Rituals/Ceremonies
- Stories/Language
- Environment



- Beliefs
- Values
- Assumptions

# Contrasting Business Cultures

## Business A:

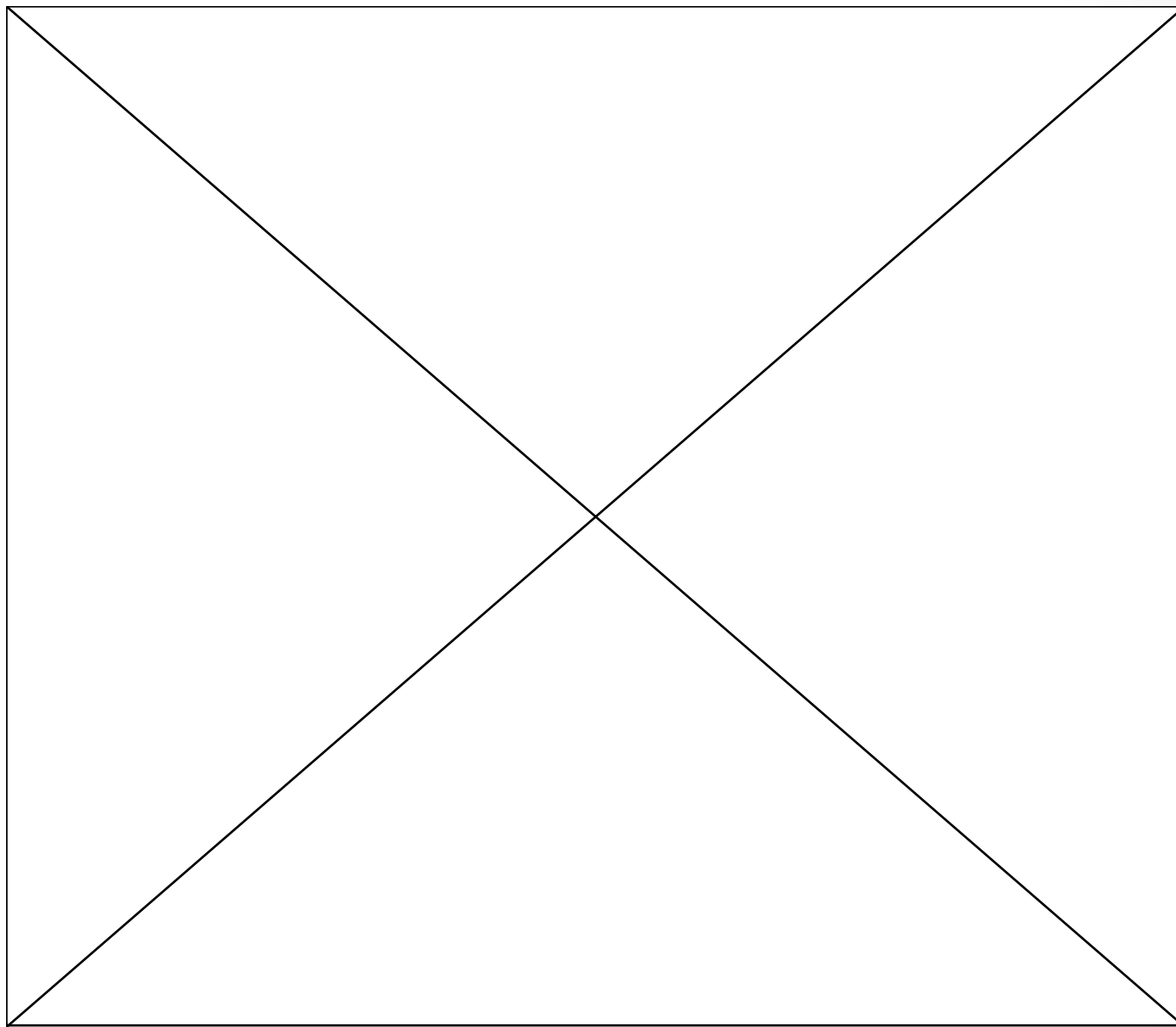
- Owner makes all decisions
- Creativity, changes and risks are not encouraged
- Extensive rules and regulations exist for all employees
- Productivity is valued over employee morale

Adapted from 'Organization Behaviour' – Robbins, Langton

## Business B:

- Risk taking is encouraged & rewarded by owner
- Failure is treated as learning experiences
- Communication is more important than rules and regulations
- Productivity is balanced with treating employees well





# Effective Leaders Know....

- Cannot command what the culture will be, can only model it
- Developing a culture is a dialogue, not a monologue
- Share their passion about the business so others can be excited and play their part

# People Strategy – What Is It?

- Focuses employees to be efficient, innovative and customer focused
- Goal is to drive 'through people' key business results
- Aligns HR priorities and activities with business goals

# PEOPLE STRATEGY PLAN - 2015

Function	Objective	Deliverables (SMART Goals)	Success Indicators	Target Date	Completed By
HC Policies					
Recruitment & Selection					

# PEOPLE STRATEGY PLAN - 2015

Function	Objective	Deliverables(SMART Goals)	Success Indicators	Target Date	Completed By
Orientation					
Salary, Benefits & Rewards					

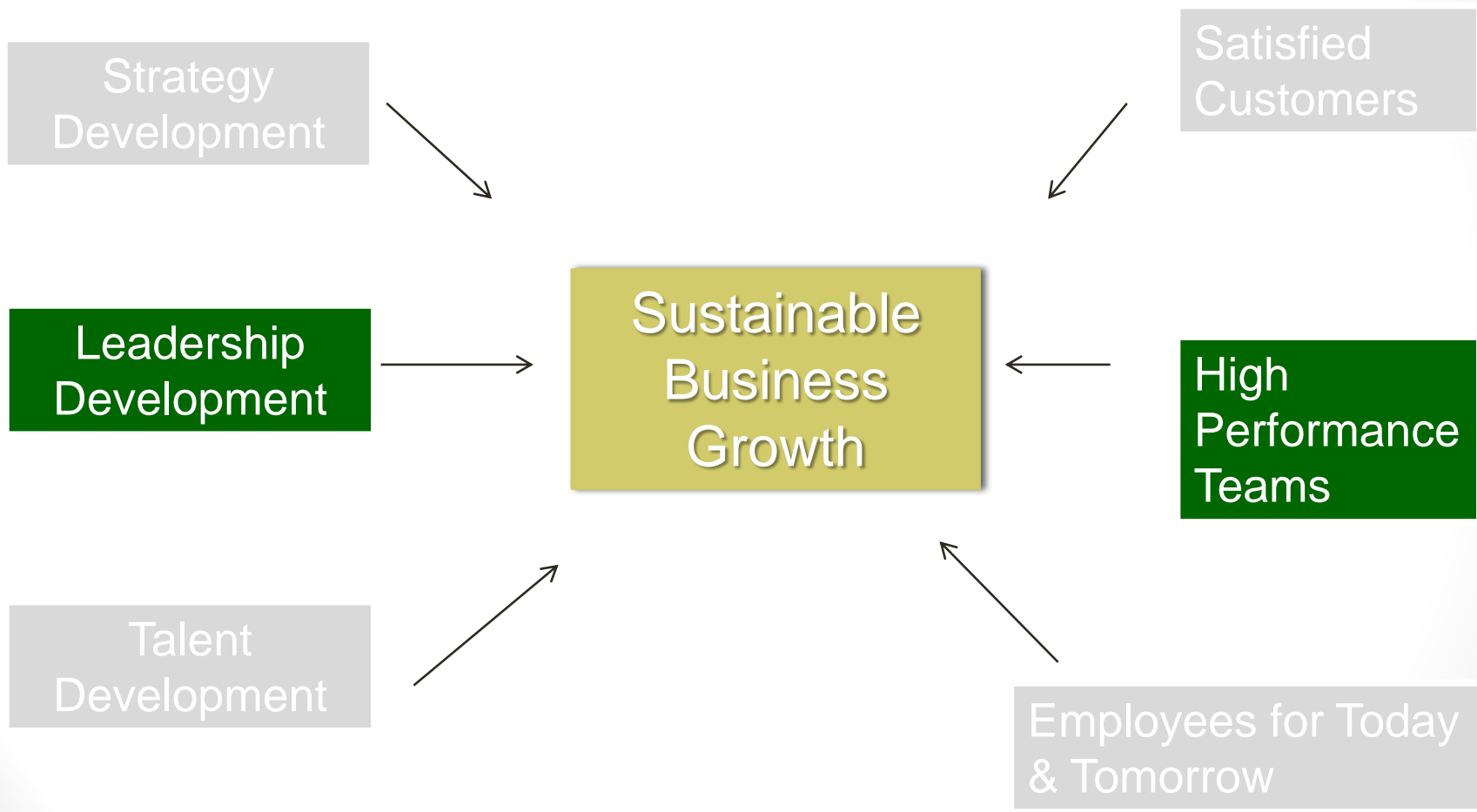
## PEOPLE STRATEGY PLAN - 2015

Function	Objective	Deliverables(SMART Goals)	Success Indicators	Target Date	Completed By
Performance Management					
Training Development					

# Benefits of People Strategy Plan

- Reinforces mission, values and culture
- Aligns priorities and activities of all HR functions with business plan
- Develops employees' competencies to keep pace with changing business needs

# Strategic Leadership

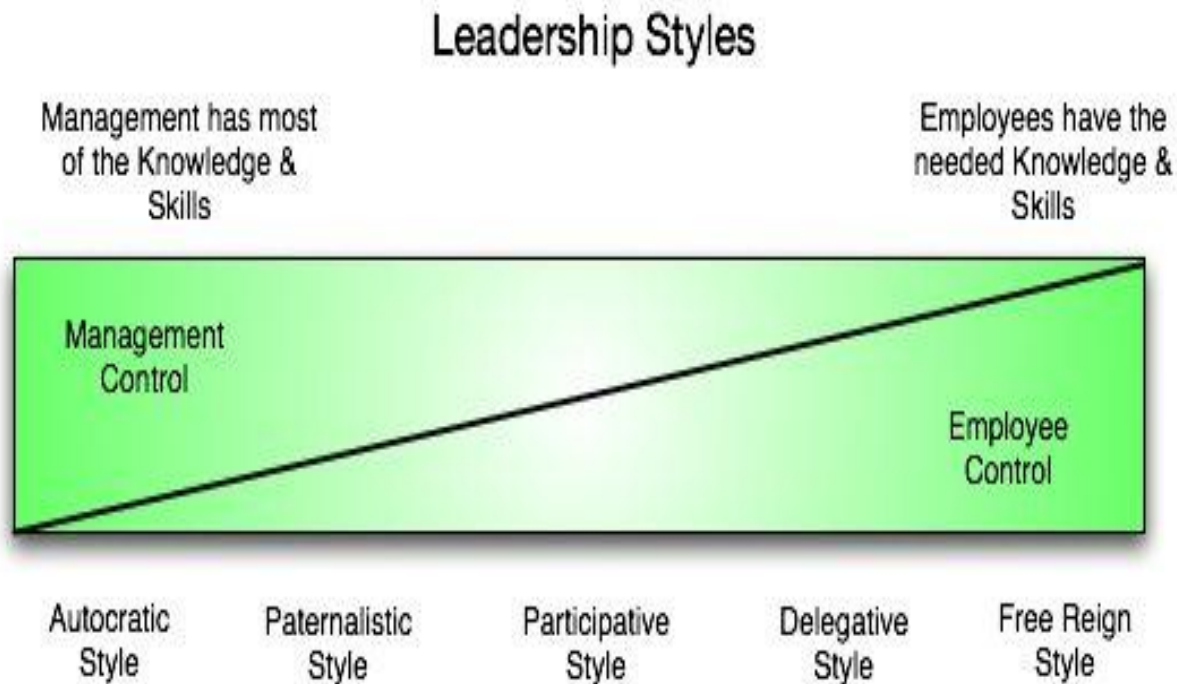




# Leadership Development

- Understand your leadership style
- Changing Workplace
- Role of a leader

# Understand your Leadership Style



<http://www.nwlink.com/~donclark/leader/leadstl.html>

# Changing Workplace

- Impact of generational differences in workplace
- Technology: impact on employees' attitudes, skills and productivity
- Employee expectations

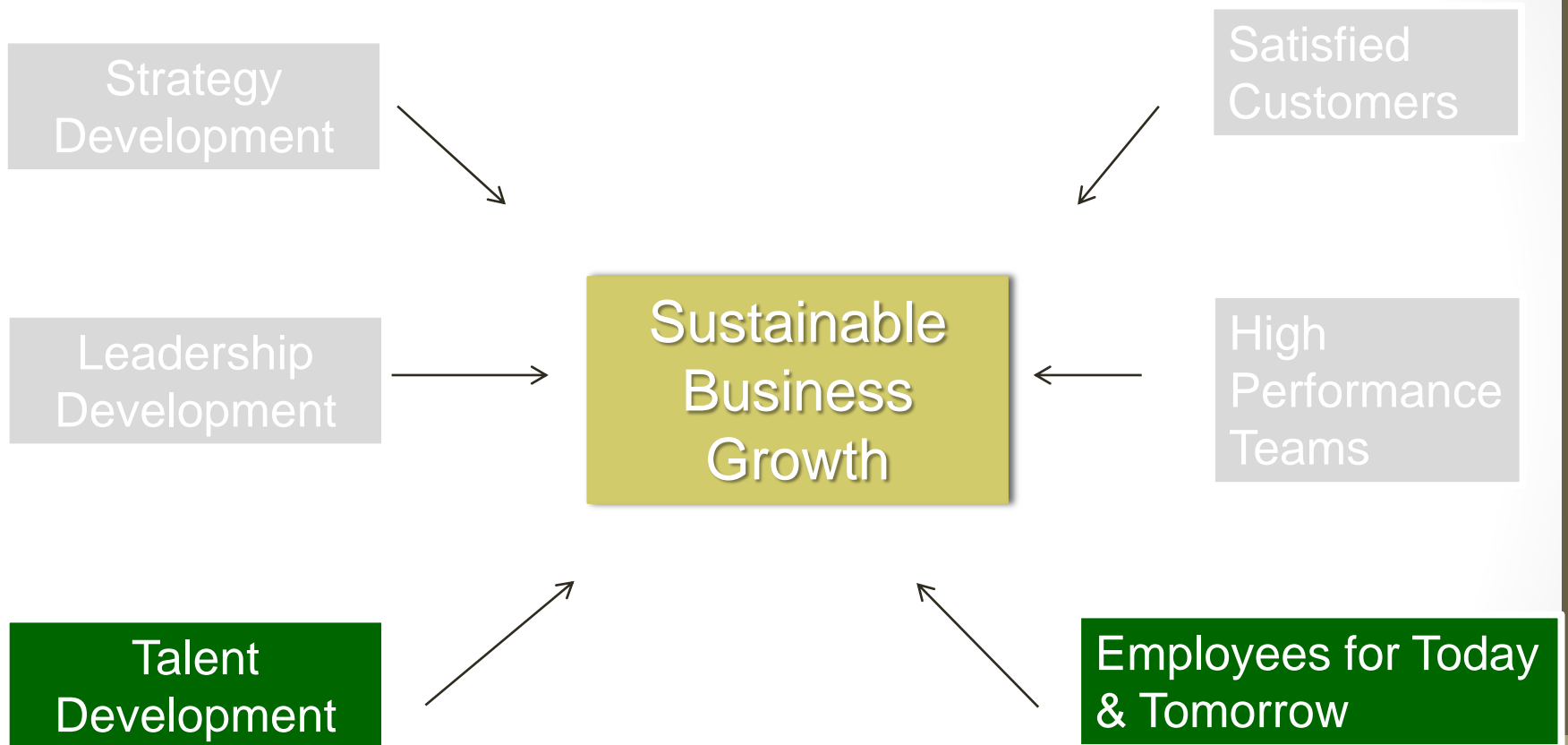
# Role of a Leader

Create a culture where everyone has a leadership mentality



<http://www.salesprogress.com/coaching-leadership/?Tag=motivation>

# Strategic Leadership



# Talent Development

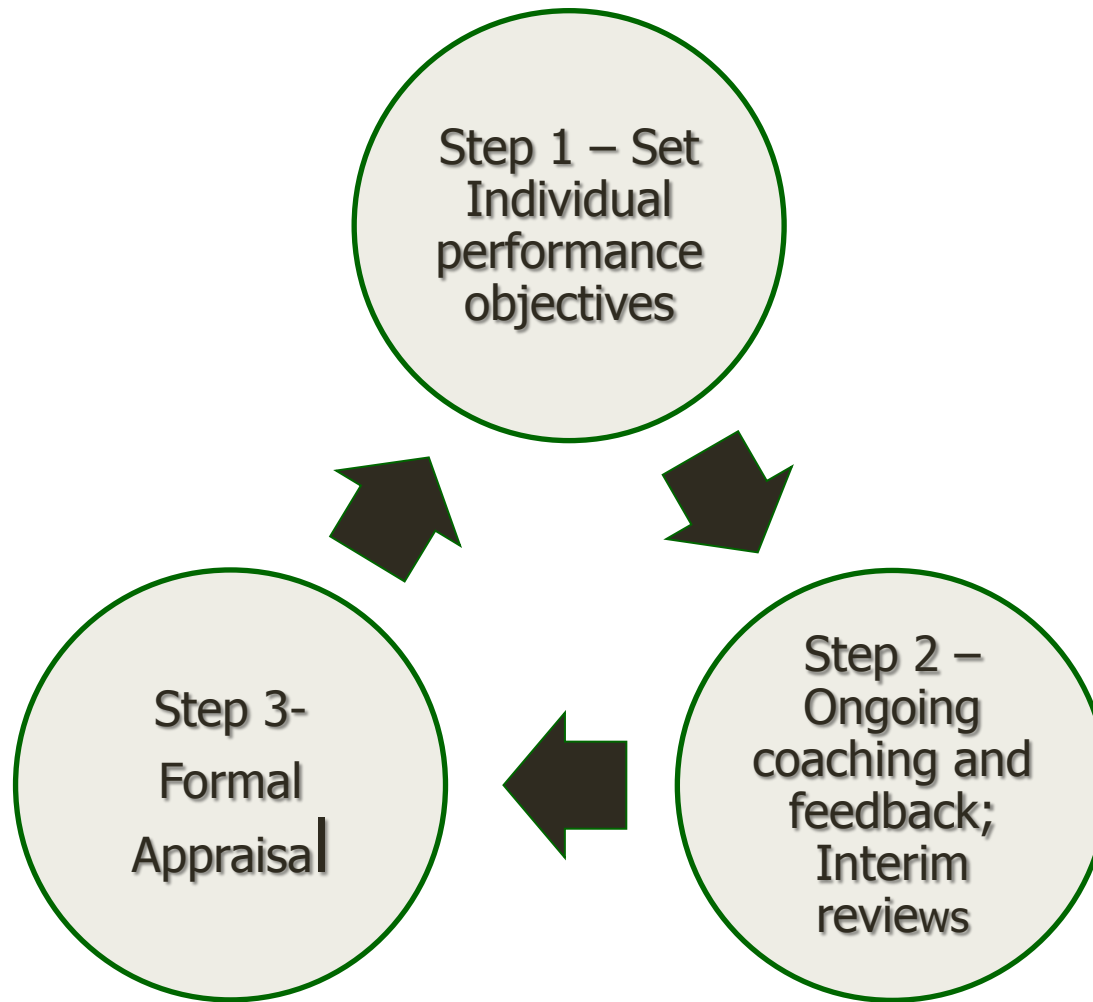
- Develop your own
- Performance management vs. talent development
- Employee expectations

# When Does Talent Development Start...

*When a new employee walks into your workplace*



# Talent Development Process





# Manager's Responsibilities

1. Set clear, measurable, attainable performance objectives (with employee)
  - Identify the job-related knowledge and skills for employee to be effective in that position

# Manager's Responsibilities

## 2. Ongoing coaching and feedback

- Regular check-in meetings to discuss progress
- Provide guidance on issues employee is dealing with
- Honest and timely feedback where performance need improvement
- Recognize achievements

# Manager's Responsibilities

Formal Performance Review:



# Personal Development Plan

- The employee decides on job goals for now and future
- Manager helps employees define short and long term development needs to:
  - Support business success
  - Employee's job goals
  - Practical: based on the employee's capabilities

# ***Personal Development Plan***

Development Objectives  (up to 3 objectives are recommended)	Action Items  (i.e. training required, workshops, on the job assignments, coaching, resources materials)	Target date for completion	Comments/notes

# What do Employees Expect

## **Employers said:**

- Good wages
- Job security
- Promotion/growth
- Good working conditions
- Interesting work
- Personal loyalty to workers
- Tactful discipline
- Appreciation for good work
- Sympathetic help with personal problems
- Feeling 'in' on things

<http://wheniwork.com/blog/what-todays-employees-want-from-their-managers/>

## **Employees said:**

- Feeling appreciated for good work
- Feeling 'in' on things
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- Tactful discipline



**“People don’t quite their job, they  
quite their boss”**

Gallup Poll

# What do Employees Expect

Climate of open communication:

- When employees feel free to offer their opinions, ideas and input
- When information is shared often



# What do Employees Expect

Answering the 'Why' is Crucial

Employees want to know

**WHY?**

Sharing information on a basis of  
'need to know' is a sure fire path  
to de-motivation

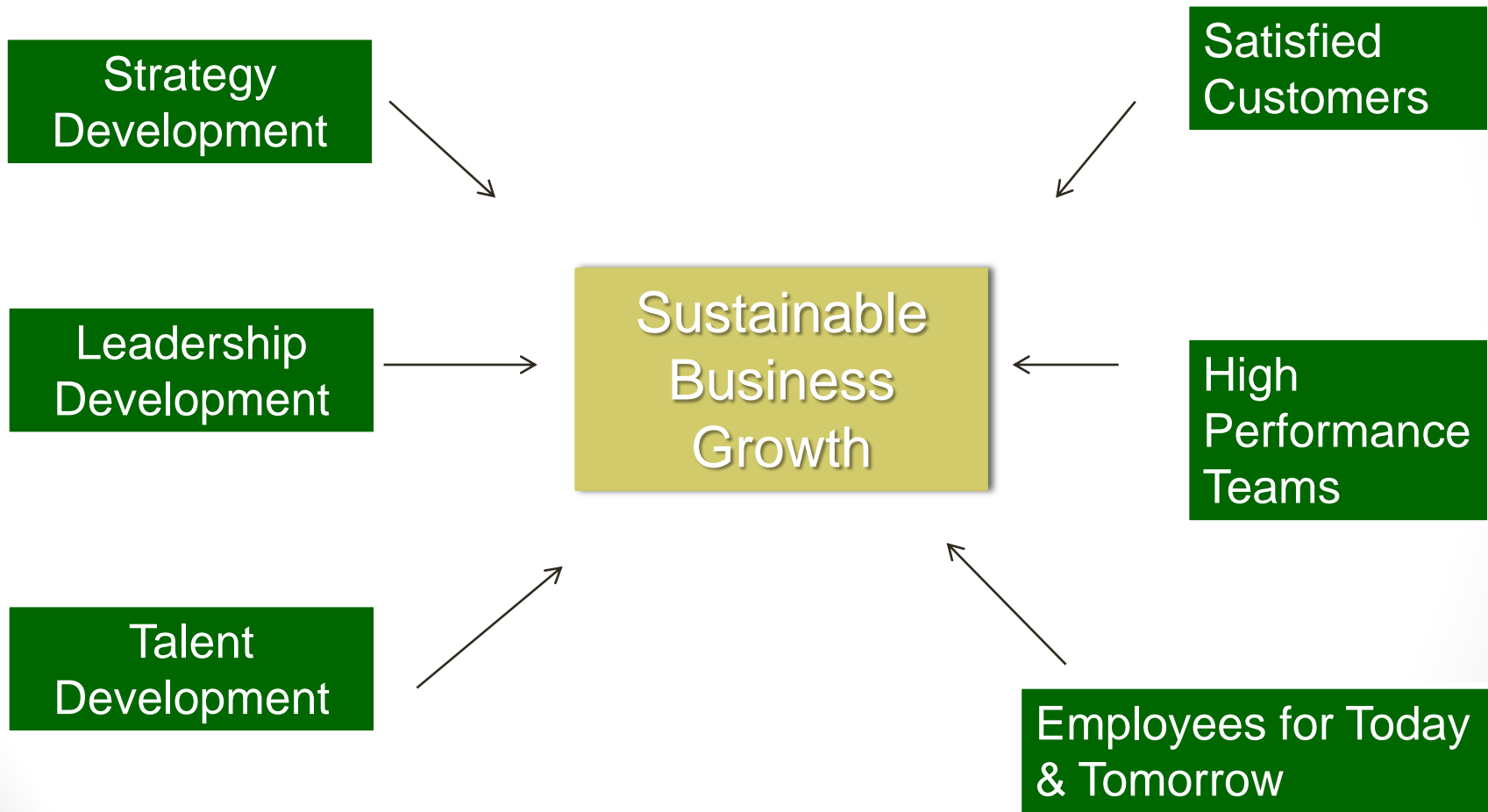


# What do Employee Expect

## WHY?

- Decisions that are made that affect them
- Equity: job promotion, pay, benefits

# Strategic Leadership



# Timeline for Project

Toolkit published Fall/2015

THANK  
YOU

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**Canadian Nursery Landscape Association**

*Association Canadienne des Pépiniéristes et des Paysagistes*