

SKILLS FRAMEWORK FOR LANDSCAPE SKILLS MAP - MANAGING DIRECTOR		
<b>Sector</b>	Landscape	
<b>Track</b>	Landscape Design, Landscape Implementation, Horticulture and Turf Maintenance, Arboriculture, Nursery	
<b>Occupation</b>	Management Executive	
<b>Job Role</b>	<b>Managing Director</b>	
<b>Job Role Description</b>	<p>The Managing Director establishes the business strategies for the organisation and develops plans to enable execution of the business strategies. He/She is responsible for tracking market development and trends to inform strategic decision making and ensure the organisation remains current with the changing face of the sector. He leads the organisation's business development efforts to get more projects and grow the business. He also drives the adoption of innovation and new technology to continuously improve the productivity and efficiency of the workforce.</p> <p>The work involves strategic goal setting, business development and business leadership. A significant part of his time goes into external meetings with potential clients for the purpose of business development. He also spends his time developing strategies and plans, and reviewing business and operational performance.</p> <p>He is a strategic thinker and business planner. He is an able leader who guides the organisation and the management in the execution of business plans. He should also be an effective communicator in order to influence external stakeholders.</p>	
<b>Critical Work Functions and Key Tasks</b>	<b>Critical Work Functions</b>	<b>Key Tasks</b>
	Establish business strategies and plans	Drive research to identify developments, trends and emerging technologies in the sector
		Track market developments to stay abreast of trends, opportunities and risks in the sector
		Articulate the vision for the organisation to set the tone for business strategies
		Establish the business strategies for the organisation based on sound understanding of the sector to set the direction for the business
		Set periodic commercial and other objectives for the business
		Develop operating plans for the execution of business strategies and the achievement of business goals
		Maintain relationships with stakeholders to ensure long-term financial viability of the organisation
		Review and implement mitigating actions to maintain quality and standards of the organisation
	Execute business development	Lead the development of marketing collaterals and other materials to showcase organisation's capability and experience and grow the organisation's brand in the sector
		Lead marketing presentations to potential clients, building architects and contractors to showcase technical capability and experience
		Make decisions on whether to bid for specific contracts based on technical and commercial evaluation of the scope of work
		Review technical and commercial proposals to provide inputs for refinement
		Propose exceptions to contract criteria based on technical feasibility, onsite challenges and/or any other factors to mitigate default risk for the organisation
		Lead the presentation of technical and/or commercial proposals during tender interviews or pitch meetings
	Evaluate project and operational performance	Establish performance metrics for projects and overall operations
		Track progress of key projects through taking feedback from managers
		Review organisation's operational performance and key project performance through tracking of established metrics
		Identify trends and patterns in operational challenges and issues being reported from various projects
		Lead the ideation of solutions to improve operational performance across projects
Deploy measures to improve operational performance and track progress		
Seek feedback from project teams on support required for managing projects		
Drive innovation in landscape operations	Identify key operational challenges being faced by the organisation and the sector at large	
	Drive research into identification of technology and process improvements to overcome identified challenges	
	Drive the adoption of new technology and innovative practices within the organisation	
	Drive a culture of innovation by empowering managers to explore ideas for the improvement of landscape operations	
	Drive the adoption of digital knowledge sharing and knowledge management systems	

	Manage organisational development	Communicate common goals, direction and accountability among staff		
		Develop staff through capability development and coaching		
		Implement effective performance management practices within department in accordance with company policies and procedures		
		Monitor budgets, forecasting, work allocations and staffing of the various departments		
<b>Skills and Competencies</b>	<b>Technical Skills and Competencies</b>		<b>Generic Skills and Competencies (Top 5)</b>	
	Automation of Landscape Operations	Level 5	Leadership	Advanced
	Budgeting	Level 5	Communication	Advanced
	Business Development	Level 5	Global Mindset	Advanced
	Contract Preparation, Evaluation, Negotiation and Tendering	Level 5	Service Orientation	Advanced
	Data Analysis and Interpretation	Level 5	Developing People	Advanced
	Incident and Accident Investigation	Level 5		
	Innovation Management	Level 5		
	Learning and Development	Level 5		
	Stakeholder Management	Level 5		
	Strategy Planning	Level 5		
	Vendor Management	Level 5		
	Workflow Digitalisation	Level 5		
	Workplace Safety and Health Policy Development	Level 6		
<b>Programme Listing</b>	For a list of Training Programmes available for the Landscape sector, please visit: <a href="http://www.skillsfuture.sg/skills-framework/Landscape">www.skillsfuture.sg/skills-framework/Landscape</a>			

The information contained in this document serves as a guide.