

International Carwash Association
Executive Management Institute
2022 Program Outline

Program Learning Objectives:

- To develop future leaders in the skills of business management to address the changing reality, as noted above.
- The program will give each participant the awareness and ability to be critically self-reflective and make an honest appraisal of their effectiveness
- Understand how ethical and values-based leadership can enhance their business opportunities in a very complex world
- An understanding of business accounting and financial analysis and forecasting to gain a broader and deeper understanding of current and strategic opportunities leading to a systematic approach to growth
- An understanding of transformational strategy and how transformational strategy leads to new growth opportunities

Program Content Outline:

Day 1 - Leadership:

Morning Session: Leadership Effectiveness and Human Capital

- Leadership Effectiveness: The Triangle
- Professional Mastery: Competency and Organizational Communication
- Models of Feedback and Communication: Johari Window and Feedback
- Leaders/Levels and Use of Time: The Farm Gate and Interpersonal Effectiveness
- The Guild Hall Model and professional development (Situational Leadership)

Afternoon Session: Conflict, Collaboration and High-Performance Teams

- Bringing positive influence with individuals and teams. The Teambuilding Model
- High Performance Teams: Lost at Sea and Mission Control
- Models of Conflict and Reconciliation: The Ugli Orange Scenario
- Managing Unwanted or Unacceptable Behavior

Day 2 - Leadership:

Morning Session: Cognitive Problem-Solving and Encouraging Innovation

- Cognitive Problem-solving: The Adaptor-Innovator Inventory
- Examining the practices of successful problem-solving and idea generation.
- Strategies to embrace innovation and change. Understanding culture.
- The strategic role of leadership in creating and sustaining innovative climates.
- Destructive cognitive climates: the 'boiled frog' phenomenon.

Day 2 - Values Based Leadership:

Afternoon Session: Human Factors and Organizational Leadership

- Introduction to value systems and ethics - The Carter Racing Scenario

- Why things go wrong. Mental Models
- Failed and successful ethical practices. Examples of companies and practices
- What 'Really' Works. Examples of long-term profitability and success

Day 3 - Key Topics of Leadership and Understanding the Business

Morning Session I: Diversity and Inclusion

Morning Session II: Finance and Accounting

Afternoon Session I: Finance and Accounting (cont'd)

Afternoon Session II: Leading with Integrity

- Values Exercise
- Virtue Discussion
- Decision Making Model
- Organizational Culture - Values & Ethics

Day 4 - Transformational Strategy and Identifying Growth Opportunities

- Understand the difference between transactional and transformational strategy
- How transformational strategy is future forecasting and revolution
 - Transformational strategy leads to growth
- Linkage to New Growth Thinking – Three Circle Growth Strategy

Day 5 - New Growth Thinking – Three Circle Growth Strategy

- Define, build, and defend the unique value you create for customers
- Correct, eliminate, or reveal value that is failing customers or of which they're not aware
- Potentially neutralize the unique value created for customers by competitors
- Explore and exploit new growth opportunities through deep understanding of customers' unmet needs
- Ensure that a sound business transformational model is present to ensure that the company positions itself for a sustainable competitive advantage.