
Overview

This unit is about providing your organisation with a clear sense of direction and long-term plans that will help it move in that direction.

Managers and leaders need to focus on the future and provide a clear vision of where the organisation is going and the route it is going to follow to get there.

For the purposes of this unit, an 'organisation' can mean a self-contained entity such as a private sector company, a charity or a local authority, or a significant operating unit, with a relative degree of autonomy, within a larger organisation.

This unit is recommended for senior managers.

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Develop a strategic business plan for your organisation

Performance criteria

You must be able to:

- P1 establish a clear, achievable and compelling vision which sets out where the organisation should be going
- P2 identify and prioritise strategic objectives that are consistent with the vision of the organisation
- P3 balance risk with desired outcomes
- P4 balance innovation with tried and tested solutions
- P5 ensure that your plan is flexible and open to change
- P6 develop policies and values that will guide the work of others towards your vision
- P7 delegate responsibility for achieving goals and allocate resources effectively
- P8 identify measures and methods for monitoring and evaluating the plan
- P9 balance the needs and expectations of key stakeholders and win their support

Knowledge and understanding

You need to know and understand:

General Knowledge and Understanding

- K1 the importance of long and medium-term planning to the success of an organisation
- K2 the principles of strategic management and business planning
- K3 what a written strategic business plan should cover
- K4 the importance of creativity and innovation in strategic management
- K5 how to identify potential risks in relation to the achievement of objectives
- K6 how to develop strategic objectives which are SMART (Specific, Measurable, Achievable, Realistic, and Time-bound)
- K7 how to delegate responsibility and allocate resources to support a strategic plan
- K8 how to identify sustainable resources and ensure their effective use to support a strategic plan
- K9 the importance of consulting with colleagues and other stakeholders during the development of the plan and how to do so effectively
- K10 how to develop measures and methods for monitoring and evaluating performance against the strategic business plan
- K11 how to take account of unfamiliar cultural practices, expectations and business processes when dealing with overseas companies or customers
- K12 how to use the skills and experiences of staff from different cultures or countries and the business
- K13 the benefits of sharing different perspectives and learning from others

Industry/sector specific knowledge and understanding

You need to know and understand:

- K14 legal, regulatory and ethical requirements in your sector
- K15 market developments in your sector at local, national and international levels

Context specific knowledge and understanding

You need to know and understand:

- K16 the market in which your organisation works
- K17 your organisation's actual and potential customer base
- K18 the needs and expectations of your actual and potential customers
- K19 your actual and potential competitors and partners, and their strategies and plans
- K20 new and available market opportunities at local, national and international levels
- K21 your organisation's ability to respond to market opportunities
- K22 colleagues and other key stakeholders, and their needs and expectations

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K23 processes for consultation within your organisation

K24 sources of information that can aid monitoring and evaluation

Additional Information

Behaviours

1. You constantly seek to improve performance.
2. You generate and recognise imaginative and innovative solutions.
3. You reflect regularly on your own and others' experiences, and use these to inform future action.
4. You balance risks against the benefits that may arise from taking risks.
5. You balance agendas and build consensus.
6. You consider the impact of your own actions on others.
7. You take opportunities when they arise to achieve longer-term aims.
8. You create a sense of common purpose.
9. You find practical ways to overcome barriers.
10. You show sensitivity to stakeholders' needs and interests and manage these effectively.

Skills

Thinking strategically
Leadership
Analysing
Planning
Risk management
Innovating
Delegating
Prioritising
Setting objectives
Networking
Involving others
Communicating
Decision-making
Balancing competing needs and interests

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