

SFJCPS5.3

Put the strategic business plan into action



Overview

Once a strategic business plan has been developed and agreed, it needs to be put into action. This means: `selling' the plan to the managers and other staff involved in putting it into practice; having agreed standards for measuring success; carefully monitoring the implementation of the plan and making adjustments along the way – a process that may need a lot of flexibility and openness to change.

For the purposes of this standard, 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.

The standard is recommended for senior managers.

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Performance criteria

You must be able to:

- P1 make sure the people involved understand and support the plan, and their responsibilities in relation to it
- P2 use agreed methods and measures to monitor implementation of the plan
- P3 identify variations from agreed standards and the reasons for these
- P4 adjust the plan or the people and resources in a way that is consistent with the organisation's overall vision and objectives
- P5 inform the people involved of adjustments to the plan and help them make changes to their own plans
- P6 record how the plan has been put into practice, evaluated and adjusted, in a way that will help future planning
- P7 identify good practice and areas for improvement and communicate these to colleagues and key stakeholders

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Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 principles and methods of strategic management and business planning
- K2 the importance of communicating the plan to people and ensuring understanding and how to do so effectively
- K3 how to monitor and review implementation of and performance against the plan
- K4 how to assess and manage risk
- K5 how to further develop and adjust the plan
- K6 how to adjust the way you allocate people and resources to implement the plan
- K7 the importance of identifying ways in which future planning can be improved

Industry/sector specific knowledge and understanding

You need to know and understand:

- K8 legal, regulatory and ethical requirements in your sector
- K9 market developments in your sector at local, national and international levels

Context specific knowledge and understanding

You need to know and understand:

- K10 the agreed strategic business plan for your organisation
- K11 the market in which your organisation works
- K12 customer feedback, financial and other management information
- K13 your organisation's structure and business processes
- K14 your organisation's culture
- K15 colleagues and other key stakeholders, and their needs and expectations
- K16 the processes for communication within your organisation

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Additional Information

Behaviours

- 1 You work to turn unexpected events into opportunities rather than threats.
- 2 You recognise changes in circumstances promptly and adjust plans and activities accordingly.
- 3 You constantly seek to improve performance.
- 4 You respond positively and creatively to setbacks.
- 5 You show sensitivity to stakeholders' needs and interests and manage these effectively.
- 6 You work towards a clearly defined vision of the future.
- 7 You take opportunities when they arise to achieve longer-term aims.
- 8 You take and implement difficult and/or unpopular decisions, if necessary.

Skills

Thinking strategically
Planning Monitoring
Leadership
Innovating
Problem-solving
Risk management
Communicating
Delegating
Networking
Involving others
Presenting information
Evaluating Consulting
Influencing and persuading

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Developed by	Skills for Justice
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