

SFJ EFSM8

Lead organisational strategy through effective decision making



Overview

This standard relates to your collation of information from a wide range of sources to aid strategic decision making, the analysis of data, generation of options and consultation to reach a positive decision. It includes communication of decisive action to reach strategic goals.

There are two elements

1 Obtain information required to enable effective decision making

This involves collating information from all available sources and analysing the data to generate options for strategic action

2 Communicate decisive action to achieve strategic goals

This involves communicating decisions clearly, with relevance to the impact of such decisions on those who will be affected. It includes producing information to support such communication

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Performance criteria

Obtain information required to enable effective decision making

You must be able to:

- P1 establish key sources and contacts for relevant information from both internal and external sources
- P2 obtain, collate and validate sufficient information by methods suitable to information type and purpose
- P3 identify discrepancies, anomalies or shortfalls in information and obtain clarification
- P4 instigate action to ensure that future provision of information meets specified needs
- P5 analyse information to elicit key factors influencing the decision making
- P6 evaluate the effect of the analysis results on those who will be involved in the decision making and implementation processes
- P7 investigate options for decision making and the relevant implications
- P8 prepare recommendations and proposals, with supporting evidence to facilitate the decision making process

Communicate decisive action to achieve strategic goals

You must be able to:

- P9 determine the impact of decisions on those responsible for resourcing and implementing required change
- P10 evaluate and determine options for method, timescale and location for communication of decisions
- P11 produce information in style and format which will be most effective for each recipient group
- P12 anticipate questions and concerns which may be raised by those receiving the information
- P13 present information in a style and using terminology which will promote understanding, ownership and commitment for each recipient group

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Knowledge and understanding

You need to know and understand:

- K1 your role, responsibility, competence and level of authority for decision making
- K2 sources of relevant information, both internal and external, and how to access this
- K3 issues of confidentiality and security associated with obtaining and reporting information
- K4 methods of information management
- K5 how to distinguish between relevant and irrelevant information and between fact and opinion
- K6 methods and tools for decision-making, their selection and use in the relevant context
- K7 how to evaluate the implications of decisions on organisational performance and the roles of those affected by such decisions
- K8 methods for informing, promoting, motivating and gaining commitment to decisions
- K9 how to present information in both verbal and written formats, with supporting evidence
- K10 how to anticipate the concerns and questions of those involved in the decision-making process and in subsequent implementation of change
- K11 the requirements for format, presentation, style and timing of information to both internal and external stakeholders
- K12 the range of stakeholders involved in the decision making process and subsequent implementation, their roles, responsibilities and interests
- K13 how to adapt presentation style to meet the needs of intended audience

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Glossary

Internal and external sources of information

Organisational structure, policy, procedures, systems and processes, Management information systems, evaluation and audit reports, budgets, proposals, recommendations

Recommendations and proposals

Formal and informal, verbal and written

Stakeholders

Those who may influence, or be affected by the results of decision making, both internal and external

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