
Overview

This standard is about developing your organisation's vision, strategies and business plans. You develop your organisation's vision and strategies by engaging with a variety of stakeholders. You challenge opinions to generate innovative ideas and formulate a vision that aligns with organisational strategies. You communicate the vision and inspire commitment, developing strategic business plans with prioritised objectives. You also develop policies and procedures that support the implementation of business plans and methods for monitoring and evaluating success.

This standard is for all managers and leaders.

Performance criteria

You must be able to:

1. develop your organisation's vision and strategies by engaging with the governing bodies, colleagues, strategic partners, shareholders, suppliers, customers and your community
2. challenge opinions to encourage, generate and recognise innovative solutions
3. formulate a vision based on an evaluation of the operating environment, the values of your organisation and the expectations of key stakeholders
4. check that the vision aligns with your organisation's longer-term strategic goals
5. communicate the vision to inspire stakeholders to commit to achieving it
6. develop strategic business plans by engaging colleagues and key stakeholders
7. establish and prioritise strategic objectives that are consistent with your organisation's vision and values
8. identify programmes of activity capable of achieving the strategic objectives
9. create a business plan to implement your organisation's strategic objectives
10. evaluate potential risks and develop realistic plans to manage risks
11. identify resource requirements and evaluate their availability both now and in the future
12. develop policies that will guide the work of colleagues towards the achievement of the organisation's vision
13. identify reliable measures and methods for monitoring and evaluating the plan
14. communicate the strategic business plan to win the support and commitment of key stakeholders
15. present ideas and arguments convincingly to engage people and create a common sense of purpose

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16. identify stakeholders' needs and interests and manage these effectively
 17. provide strategic direction and clear parameters that empower stakeholders to apply their energies and expertise creatively to achieve the vision
 18. monitor organisational performance against strategic business plans
 19. evaluate organisational performance against strategic business plans
 20. seek opportunities to improve your own performance
 21. balance risks against the benefits that may arise from taking risks
 22. review and redefine the vision, strategies and business plan to reflect changes in the operating environment
 23. follow the legal, organisational, codes of practice and policies relevant to your role when developing your organisation's vision, strategies and business plans

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

1. how to engage colleagues and stakeholders in developing an organisation's vision, strategies and business plans
2. how to formulate an appropriate and effective vision for an organisation
3. the principles and methods of communication, and how to apply them
4. the level of strategic direction colleagues and team members require, and how to provide this direction in ways that promote energy and creativity
5. the importance of long and medium-term planning to the success of an organisation
6. the principles of strategic management and business planning, including what strategic business plans should cover
7. the importance of creativity and innovation in strategic management
8. how to identify and manage potential risks in relation to the achievement of objectives
9. how to develop strategic objectives which are SMART (Specific, Measurable, Achievable, Realistic, and Time-bound)
10. how to delegate responsibility and allocate resources to support a strategic plan
11. how to identify sustainable resources and ensure their effective use to support a strategic plan
12. how to develop measures and methods for monitoring and evaluating performance against the strategic business plan

Industry and sector specific knowledge and understanding

13. the legal, organisational, codes of practice and policies relevant to your role and

the activities being carried out

14. the trends and developments in your sector locally, nationally and internationally

Context specific knowledge and understanding

15. the key colleagues and team members at your organisation, their roles, responsibilities, expectations, needs, competences and potential

16. your organisation's operating environment, stakeholders and their interests and expectations

17. your organisation's values, purpose and longer-term goals

18. your organisation's actual and potential customer base and their needs and expectations

19. your actual and potential competitors and collaborators, and their strategies and plans

20. the opportunities in your organisation's operating environment at local, national and international levels and your organisation's ability to respond

21. the processes for engaging with employees and their representatives within your organisation

22. the organisational sources of information that can aid monitoring and evaluation

Skills

1. Analysing
2. Building consensus
3. Communicating
4. Consulting
5. Decision-making
6. Delegating
7. Evaluating
8. Influencing
9. Innovating
10. Involving others
11. Leadership
12. Monitoring
13. Obtaining feedback
14. Persuading
15. Planning
16. Presenting information
17. Prioritising
18. Reviewing
19. Risk management
20. Setting objectives
21. Thinking creatively
22. Thinking strategically

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