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## Overview

This standard is about developing a strategic business plan for your organisation.

This standard is relevant to managers and leaders with responsibility for developing strategic business plans for their organisation.

The foundations for the strategic business plan will have been laid in *CFAM&L4 Evaluate your organisation's operating environment* and *CFAM&LBA5 Develop your organisation's vision and strategy*. The implementation of the business plan is covered in *CFAM&LFA1 Implement and evaluate strategic business plans*. The business plan will also inform *CFAM&LBA9 Develop operational plans*.

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### Develop strategic business plans

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#### Performance criteria

- You must be able to:*
- P1 Engage appropriate people within your organisation and other key stakeholders in developing strategic business plans.
  - P2 Establish and prioritise strategic objectives that are consistent with your organisation's vision and values.
  - P3 Identify programmes of activity capable of achieving the strategic objectives.
  - P4 Evaluate the risks involved and develop realistic plans to manage risks.
  - P5 Identify resource requirements and evaluate their availability both now and in the future.
  - P6 Develop policies that will guide the work of others towards the achievement of the organisation's vision.
  - P7 Identify reliable measures and methods for monitoring and evaluating the plan.
  - P8 Communicate the strategic business plan in ways that win the support and commitment of key stakeholders.
  - P9 Review and redefine the strategic business plan in the light of significant changes in the operating environment.

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#### Knowledge and understanding

*You need to know and understand:*

#### General knowledge and understanding

- K1 How to engage employees and stakeholders in developing strategic business plans.
- K2 The importance of long and medium-term planning to the success of an organisation.
- K3 The principles of strategic management and business planning.
- K4 What a written strategic business plan should cover.
- K5 The importance of creativity and innovation in strategic management.
- K6 How to identify potential risks in relation to the achievement of objectives.
- K7 How to develop strategic objectives which are SMART (Specific, Measurable, Achievable, Realistic, and Time-bound).
- K8 How to delegate responsibility and allocate resources to support a strategic plan.
- K9 How to identify sustainable resources and ensure their effective use to support a strategic plan.
- K10 How to develop measures and methods for monitoring and evaluating performance against the strategic business plan.

#### Industry/sector specific knowledge and understanding

*You need to know and understand:*

- K11 Legal, regulatory and ethical requirements in your sector.
- K12 Significant trends and developments in your sector at local, national and international levels.

#### Context specific knowledge and understanding

*You need to know and understand:*

- K13 Your organisation's operating environment.
- K14 Your organisation's actual and potential customer base.
- K15 The needs and expectations of your actual and potential customers.
- K16 Your actual and potential competitors and collaborators, and their strategies and plans.
- K17 Opportunities in your organisation's operating environment at local, national and international levels.
- K18 Your organisation's ability to respond to opportunities in its operating

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environment.

K19 Colleagues and other key stakeholders, and their needs and expectations.

K20 Processes for engaging with employees and their representatives within your organisation.

K21 Sources of information that can aid monitoring and evaluation.

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#### Behaviours

*When performing to this standard, you are likely to demonstrate the following behaviours:*

- 1 Seek opportunities to improve performance
- 2 Encourage, generate and recognise innovative solutions
- 3 Find practical ways to overcome obstacles
- 4 Identify people's preferred ways of communicating
- 5 Use communication media and styles appropriate to different people and situations
- 6 Balance risks against the benefits that may arise from taking risks
- 7 Agree challenging but achievable objectives
- 8 Clearly agree what is expected of others and hold them to account
- 9 Focus personal attention on specific details that are critical to achieving successful results
- 10 Create a sense of common purpose
- 11 Present ideas and arguments convincingly in ways that engage people
- 12 Recognise stakeholders' needs and interests and manage these effectively

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#### Skills

*When performing to this standard, you are likely to demonstrate the following skills:*

- Analysing
- Balancing competing needs and interests
- Building consensus
- Communicating
- Consulting
- Decision-making
- Delegating
- Evaluating
- Influencing
- Innovating
- Involving others
- Leadership
- Monitoring
- Persuading
- Planning
- Presenting information
- Prioritising
- Reviewing
- Risk management
- Setting objectives
- Thinking creatively
- Thinking strategically

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**Relevant occupations** Managers and Senior Officials

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**Suite** Management & Leadership

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