
Overview

This standard is about putting strategic business plans into action by engaging and delegating to others, monitoring progress and making adjustments along the way. It also includes evaluating the extent to which strategic objectives have been achieved, learning lessons, celebrating success and recognising people's contributions.

This standard is relevant to senior managers and leaders who are responsible for implementing and evaluating strategic business plans.

This standard links closely to *CFAM&LBA6 Develop strategic business plans* and to *CFAM&LFA2 Implement operational plans*.

CFAM&LFA1 - SQA Unit Code HK30 04

Implement and evaluate strategic business plans

Performance criteria

- You must be able to:*
- P1 Communicate your strategic business plan to people in your organisation and other key stakeholders in ways that engage their understanding and support.
 - P2 Delegate responsibilities for achieving strategic objectives to individuals and gain their commitment to these.
 - P3 Make available the resources required to achieve the objectives in your strategic business plan.
 - P4 Hold individuals to account for the achievement of the strategic objectives delegated to them and require them to explain variances and propose action to address significant variances.
 - P5 Provide advice, guidance and support towards achieving strategic objectives, when required.
 - P6 Demonstrate your personal commitment by taking a leading role in the achievement of key strategic objectives.
 - P7 Evaluate risks to the achievement of strategic objectives and take timely and effective action to mitigate risks.
 - P8 Review the strategic business plan at regular intervals and in light of significant changes in the operating environment to ensure it remains capable of delivering the organisation's objectives within agreed timescales.
 - P9 Use agreed methods and measures to monitor implementation of your plan.
 - P10 Evaluate variances from your plan and the reasons for significant variances.
 - P11 Adjust your plan or the deployment of people and resources to take account of significant variances, availability of people and resources or changes in your organisation's operating environment.
 - P12 Inform the people involved of adjustments to your plan and help them make changes to their own plans.
 - P13 Evaluate and agree with people in your organisation and other key

CFAM&LFA1 - SQA Unit Code HK30 04

Implement and evaluate strategic business plans

stakeholders the extent to which the objectives in your strategic business plan have been achieved.

P14 Celebrate the achievement of strategic objectives and recognise the contributions of those involved.

P15 Analyse the reasons for any shortfalls in the achievement of strategic objectives and use the lessons to inform the development and implementation of future strategic business plans.

CFAM&LFA1 - SQA Unit Code HK30 04

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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 Principles and methods of delegation.
- K4 How to hold people to account for the achievement of objectives.
- K5 How to monitor and review implementation of and performance against the plan.
- K6 How to assess and manage risk.
- K7 The importance of demonstrating your personal commitment to the plan and how to do so.
- K8 How to further develop and adjust the plan in the light of variances.
- K9 How to adjust the way you deploy people and resources to implement the plan.
- K10 The importance of identifying ways in which future planning can be improved.
- K11 How to evaluate the achievement of the vision and strategic objectives and identify the lessons to be learned.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K12 Legal, regulatory and ethical requirements in your sector.
- K13 Trends and developments in your sector at local, national and international levels.

You need to know and understand:

Context specific knowledge and understanding

- K14 The agreed strategic business plan for your organisation.
- K15 Customer feedback, financial and other management information.
- K16 Your organisation's structure and business processes.
- K17 Your organisation's culture.
- K18 Colleagues and other key stakeholders, and their needs and expectations.

CFAM&LFA1 - SQA Unit Code HK30 04

Implement and evaluate strategic business plans

- K19 The people and resources needed to achieve your organisation's strategic objectives.
- K20 The processes for communication within your organisation.
- K21 Your organisation's vision and strategy.
- K22 Trends and developments in your organisation's operating environment.
- K23 Threats to achieving your organisation's vision and strategy.
- K24 Appropriate ways of celebrating the achievement of your organisation's strategic objectives.

Behaviours

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

- 1 Seek to turn unexpected events into opportunities rather than threats
- 2 Recognise changes in circumstances promptly and adjust plans and activities accordingly
- 3 Seek opportunities to improve performance
- 4 Present information clearly, concisely, accurately and in ways that promote understanding
- 5 Take repeated or different actions to overcome obstacles
- 6 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 7 Clearly agree what is expected of others and hold them to account
- 8 Monitor the quality of work and progress against plans and take appropriate corrective action, where necessary
- 9 Seek to understand people's needs and motivations
- 10 Create a sense of common purpose
- 11 Present ideas and arguments convincingly in ways that engage people
- 12 Respond positively and creatively to setbacks
- 13 Recognise stakeholders' needs and interests and manage these effectively
- 14 Work towards a clearly defined vision of the future
- 15 Take and implement difficult and/or unpopular decisions, if necessary

Skills

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

- Analysing
- Communicating
- Consulting
- Delegating
- Evaluating
- Influencing
- Innovating
- Involving others
- Leadership
- Leading by example
- Monitoring
- Networking
- Persuading
- Planning
- Presenting information
- Problem solving
- Reviewing
- Risk management
- Thinking strategically

CFAM&LFA1 - SQA Unit Code HK30 04

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