M&LB4 **(SQA Unit Code – H8H6 04) V1**
Put the strategic business plan into action

Overview

What this unit is about

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 unit, 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.

Who is the unit for?

The unit is recommended for senior managers.

Links to other units

This unit is linked to units **B2. Map the environment in which your organisation operates, B3. Develop a strategic business plan for your organisation, B7. Provide leadership for your organisation**, **D4. Plan the workforce, E3. Obtain additional finance for the organisation** and **E4. Promote the use of technology within your organisation** in the overall suite of National Occupational Standards for Management and Leadership.

If your organisation is a small firm, you should look at unit *D1 Carry out your business plan,* which has been developed by the Small Firms Enterprise and Development Initiative (SFEDI) specifically for small firms and which **may** be more suitable to your needs. You can obtain information on the unit from SFEDI on tel. 0114 241 2155 or at the SFEDI website (www.sfedi.co.uk).

Skills

Listed below are the main generic 'skills' that need to be applied in putting the strategic business plan into action. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- 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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Performance criteria

You must be able to:

1. Make sure the people involved understand and support the plan, and their responsibilities in relation to it.
2. Use agreed methods and measures to monitor implementation of the plan.
3. Identify variations from agreed standards and the reasons for these.
4. Adjust the plan or the people and resources in a way that is consistent with the organisation's overall vision and objectives.
5. Inform the people involved of adjustments to the plan and help them make changes to their own plans.
6. Record how the plan has been put into practice, evaluated and adjusted, in a way that will help future planning.
7. Identify good practice and areas for improvement and communicate these to colleagues and key stakeholders.

Behaviours

You will exhibit the following 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.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

1. Principles and methods of strategic management and business planning.
2. The importance of communicating the plan to people and ensuring understanding and how to do so effectively.
3. How to monitor and review implementation of and performance against the plan.
4. How to assess and manage risk.
5. How to further develop and adjust the plan.
6. How to adjust the way you allocate people and resources to implement the plan.
7. The importance of identifying ways in which future planning can be improved.

Knowledge and understanding

You need to know and understand:

Industry/sector specific knowledge and understanding

1. Legal, regulatory and ethical requirements in your sector.
2. Market developments in your sector at local, national and international levels.

Knowledge and understanding

You need to know and understand:

Context specific knowledge and understanding

1. The agreed strategic business plan for your organisation.
2. The market in which your organisation works.
3. Customer feedback, financial and other management information.
4. Your organisation's structure and business processes.
5. Your organisation's culture.
6. Colleagues and other key stakeholders, and their needs and expectations.
7. The processes for communication within your organisation.

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