
Overview

This standard is about making sure you have a clear and up-to-date picture of the environment in which your organisation operates in order to inform both strategic planning and operational decisions.

This standard is relevant to managers and leaders who need to understand the operating environment in order to develop strategic plans and take informed decisions.

This standard provides a solid foundation for the planning process described in *CFAM&LBA4 Develop your organisation's vision and strategy*, *CFAM&LBA6 Develop strategic business plans* and *CFABA9 Develop operational plans*.

Performance criteria

- You must be able to:*
- P1 Identify stakeholders and evaluate their interests in your organisation.
 - P2 Engage people within your organisation and other key stakeholders in evaluating the environment in which your organisation operates.
 - P3 Monitor political, economic, social, technological, legal and environmental trends and developments and evaluate their impact on your organisation.
 - P4 Monitor the needs, behaviour and expectations of actual and potential customers and evaluate their impact on your organisation.
 - P5 Monitor the activities of actual and potential competitors and collaborators and evaluate their impact on your organisation.
 - P6 Monitor and evaluate the impact of trends and developments within your organisation.
 - P7 Benchmark your organisation's performance and practices with comparable organisations in your sector and other sectors, including internationally where appropriate.
 - P8 Identify and prioritise the strengths and weaknesses of your organisation to respond to opportunities and threats.
 - P9 Explore and assess the possible range of future scenarios within the environment in which your organisation operates.
 - P10 Organise information and knowledge in a way that supports effective planning and decision-making.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to engage people within your organisation and other key stakeholders in evaluating the environment in which your organisation operates.
- K2 Sources of information on customers and competitors and how to use them effectively.
- K3 How to measure and review organisational performance.
- K4 How to analyse organisational culture.
- K5 How to carry out benchmarking to identify good practice in relation to an organisation's performance and practices.
- K6 How to undertake a strengths, weaknesses, opportunities and threats (SWOT) analysis.
- K7 How to undertake an analysis of the political, economic, social, technological, legal and environmental (PESTLE) factors in the external environment.
- K8 How to analyse stakeholder interests.
- K9 How to build future scenarios and assess their implications.

Industry/sector specific knowledge and understanding

You need to know and understand:

- K10 Sources of information on trends and developments in your sector, including those at a global level and how to access these.
- K11 Current and emerging trends and developments in your sector internationally, nationally and locally.
- K12 Legal, regulatory and ethical requirements in your sector.

Context specific knowledge and understanding

You need to know and understand:

- K13 Relevant factors in the international, national and local market in which your organisation operates.
- K14 Your organisation's actual and potential customer base.
- K15 The needs and expectations of your actual and potential customers and other key stakeholders.

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- K16 Your actual and potential competitors, including their activities and relative performance levels.
- K17 Your actual and potential partners, including their activities and relative performance levels.
- K18 Your organisation's structure.
- K19 Your organisation's culture.
- K20 Your organisation's performance and the factors that influence this.

Behaviours

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

- 1 Recognise changes in circumstances promptly and adjust plans and activities accordingly
- 2 Analyse and structure information to develop knowledge that can be shared
- 3 Develop systems to gather and manage information and knowledge effectively, efficiently and ethically
- 4 Take account of the internal and external politics that impact on your own area of work
- 5 Identify strengths, weaknesses, opportunities and threats to current and future work
- 6 Identify systemic issues and seek to mitigate their impact on performance
- 7 Use a range of leadership styles appropriate to different people and situations
- 8 Anticipate likely future scenarios based on realistic analysis of trends and developments
- 9 Identify the range of elements in a situation and how they relate to each other
- 10 Identify the implications or consequences of a situation
- 11 Build a plausible picture from limited data.
- 12 Specify the assumptions made and risks involved in understanding a situation

Skills

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

- Analysing
- Benchmarking
- Communicating
- Consulting
- Decision-making
- Evaluating
- Information management
- Monitoring
- Networking
- Planning
- Presenting information
- Reporting
- Reviewing
- Risk management
- Scenario building
- Thinking strategically
- Thinking systematically
- Thinking with a focus on customers

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