

UNIT B4 PUT THE STRATEGIC BUSINESS PLAN INTO ACTION

UNIT SUMMARY

What is the unit 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 B3. Develop a strategic business plan for your organisation and B7. Provide leadership for 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' which 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

UNIT B4 PUT THE STRATEGIC BUSINESS PLAN INTO ACTION

Outcomes of effective performance

You must be able to do the following:

- 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.

UNIT B4 PUT THE STRATEGIC BUSINESS PLAN INTO ACTION

Behaviours which underpin effective performance

- a You work to turn unexpected events into opportunities rather than threats.
- b You recognise changes in circumstances promptly and adjust plans and activities accordingly.
- c You constantly seek to improve performance.
- d You respond positively and creatively to setbacks.
- e You show sensitivity to stakeholders' needs and interests and manage these effectively.
- f You work towards a clearly defined vision of the future.
- g You take opportunities when they arise to achieve longer-term aims.
- h You take and implement difficult and/or unpopular decisions, if necessary.

UNIT B4 PUT THE STRATEGIC BUSINESS PLAN INTO ACTION

Knowledge and understanding

You need to know and understand the following:

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.

Industry/sector specific knowledge and understanding

- 8 Legal, regulatory and ethical requirements in your sector.
- 9 Market developments in your sector.

Context specific knowledge and understanding

- 10 The agreed strategic business plan for your organisation.
- 11 The market in which your organisation works.
- 12 Customer feedback, financial and other management information.
- 13 Your organisation's structure and business processes.
- 14 Your organisation's culture.
- 15 Colleagues and other key stakeholders, and their needs and expectations.
- 16 The processes for communication within your organisation.

UNIT B4 PUT THE STRATEGIC BUSINESS PLAN INTO ACTION

Evidence requirements

Outcomes	Evidence of Outcomes: • possible examples of evidence	Behaviours	Knowledge and Understanding		
			General	Industry specific	Context specific
O1 O4 O5 O6	Strategic plans that you have developed and implemented:				
	• notes, minutes, action plans or other records of meetings to discuss the implementation of the strategic plan	e, f, g, h	1, 2, 7	1, 2	1, 2, 3, 4, 5, 6, 7
	• plans, briefing documents, newsletters, intranet sites, presentations (eg PowerPoint slides) and notes for briefing meetings to promote the plan and advise of progress and changes	e, f, g, h	1, 2, 7	1, 2	1, 2, 3, 4, 5, 6, 7
	• budgets, operational and action plans, objectives and targets to implement the strategic plan that you have developed or agreed with others	e, f, g, h	1, 2, 6, 7	1, 2	1, 2, 3, 4, 5, 6, 7
	• plans/proposals, investment appraisals and risk and sensitivity assessments to acquire or dispose of resources in the light of the agreed plan	c, e, f, g, h	1, 3, 4, 5, 6, 7	1, 2	1, 2, 3, 4, 5, 6, 7
O2 O3 O4 O5 O6 O7	Your monitoring and review of the implementation of the strategic plan:				
	• analyses of performance data, variance and exception reports that you have prepared for stakeholders	a, b, c, d, e, f, g, h	1, 3, 5, 6, 7	1, 2	1, 2, 3, 4, 5, 6, 7
	• reports, newsletters, intranet sites, presentations (eg PowerPoint slides) and notes for briefing meetings on progress against objectives in the strategic plan that you have prepared for stakeholders	a, b, c, d, e, f, g, h	1, 2, 3, 7	1, 2	1, 2, 3, 4, 5, 6, 7
	• proposals you have made for actions following review of the strategic plan	a, b, c, d, e, f, g, h	1, 3, 5, 6, 7	1, 2	1, 2, 3, 4, 5, 6, 7

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