
Overview

This standard is about making sense of the information collected when scanning events and trends in the organisation's business environment. It involves developing models of how to operate in an organisation when developing a new venture and relating priorities of the organisation to identified opportunities.

For the purposes of this standard, an 'organisation' can mean an independent entity such as a private sector business, a local authority, a social enterprise, a charitable or voluntary organisation, or a significant operating unit, with a relative degree of autonomy, within a larger organisation. It can also refer to a formal partnership where two or more organisations are working together towards common goals. A 'venture' refers to an idea for a new activity, development or project which will make a difference to the economic and/or social performance of the organisation. 'Business environment' refers to the organisation's external and internal environment.

The standard is recommended for managers and leaders in organisations, particularly at middle and senior levels, who are looking to make a positive, proactive and sustained difference to the organisation, its development and management.

Performance criteria

- You must be able to:*
- P1 Relate trends in the business environment to enterprise opportunities for your organisation.
 - P2 Evaluate how changes in the business environment influence priorities and goals within your organisation.
 - P3 Ensure recognised opportunities align with the priorities of your organisation.
 - P4 Develop models for understanding what actions are required.
 - P5 Interpret data collected from scanning the business environment in a meaningful way.
 - P6 Present information from scanning the business environment in a way that assists understanding and action by colleagues.
 - P7 Review colleagues' understanding of the outcomes from scanning the business environment.
 - P8 Share perceptions of the outcomes of scanning activities with other colleagues.
 - P9 Build upon the views of colleagues in relation to how possible it is to analyse the business environment.
 - P10 Evaluate the way in which the organisation interprets the outcomes from scanning of the business environment.

Knowledge and understanding

You need to know and understand:

- K1 What constitutes an enterprise opportunity.
- K2 How to make sense of the data collected from scanning of the business environment.
- K3 How to reflect on own perceptions of the actions needed in response to the outcomes from scanning the business environment.
- K4 Ways of engaging with others to share perceptions of the outcomes from scanning the business environment.
- K5 Why it is important to understand how different interpretations of the outcomes from scanning the business environment can lead to certain behaviours in colleagues.
- K6 The values of decision makers in the organisation in relation to analysing the business environment.
- K7 How to assess the previous experiences of colleagues and the influence of these on how they make sense of the outcomes from scanning the business environment.
- K8 Different options for addressing challenges emerging from interpretation of data from scanning the business environment.
- K9 The influence of age and size of your organisation in understanding the outcomes from scanning the business environment.
- K10 Ways in which the clarity of understanding of the outcomes from scanning the business environment can be improved.
- K11 The number and type of processes used to shape outcomes from scanning the business environment into an organisational interpretation.
- K12 How to judge the previous experiences of colleagues and their influence on how they make sense of trends in the external business environment.

Behaviours

- 1 Work to turn unexpected events into opportunities.
- 2 Do things without being asked or forced to by events in the organisation or external business environment.
- 3 Take personal responsibility for making things happen.
- 4 Ascertain the information needs of colleagues and external stakeholders.
- 5 Engage with others in taking difficult decisions, where necessary.
- 6 Show awareness of your own values, motivations and perceptions.
- 7 Make best use of available resources and seek new sources of support when necessary.
- 8 Work with others in a creative way to add value.

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Make sense of enterprise opportunities and their compatibility with organisational priorities

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