
Overview

This standard is about developing a vision and goals for a new enterprise venture in the organisation in order to move forward its development and delivery. It requires reflection on personal goals and values, aligning these to the business priorities and assessing the openness towards enterprising responses in the organisation to support the development of the venture.

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. A 'stakeholder' refers to an individual or organisation who can affect or is affected by the achievement of the organisation's objectives.

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 Develop vision and goals for the new enterprise venture that build on your understanding of the business environment and are consistent with your organisation's priorities, goals and values.
 - P2 Achieve buy-in from colleagues and stakeholders for the vision and goals of the enterprise venture.
 - P3 Identify options for achieving the new enterprise venture's vision and goals.
 - P4 Evaluate the likely impact of current organisational performance on your vision and goals for the new venture.
 - P5 Assess capacity within the organisation to support the development and delivery of the new venture.
 - P6 Develop a case for the commitment of resources from others which highlights the benefits to the organisation if the vision and goals of the new venture are achieved.
 - P7 Make use of own personal goals and values to gain support from other colleagues in taking forward the new venture.
 - P8 Identify ways of monitoring and evaluating achievement of the stated vision and goals for the new venture.

Knowledge and understanding

You need to know and understand:

- K1 Ways of aligning personal vision and goals for the new enterprise venture to those of the organisation.
- K2 How to formulate a vision statement for the new venture.
- K3 Why it is important to achieve buy-in from others in development of the vision and goals for the new venture.
- K4 The channels within an organisation to assist in presenting informal ideas related to the stated vision and goals for the new venture.
- K5 How to present the benefits associated with the new venture in order to gain the commitment of others within the organisation.
- K6 Different tools available to measure the current performance of the organisation and the associated advantages and disadvantages.
- K7 How to develop a monitoring and review system in order to identify progress towards the vision and goals for the new venture.
- K8 The different types of resources available within the organisation to underpin development of the vision and goals for the new venture.
- K9 The methods for marketing and communicating the vision and goals for the new venture to internal colleagues and external stakeholders.
- K10 How to construct a route map that highlights to others in the organisation the activities required to achieve the vision and goals for the new venture.
- K11 The implications of the venture for operational processes and systems in the organisation.
- K12 The barriers and challenges that established ways of working in the organisation may present to the success of the new venture.
- K13 The strategies required to address any challenges and opportunities in relation to the perceptions of others to the vision and goals of the new venture.

Behaviours

- 1 Communicate a vision and goals with energy, passion and enthusiasm.
- 2 Create a sense of common purpose amongst internal colleagues and external stakeholders.
- 3 Take account of the values of other colleagues.
- 4 Network with other colleagues and external stakeholders to communicate the vision and goals.
- 5 Present ideas and arguments in a coherent manner and in a way that engages others.
- 6 Demonstrate sensitivity to internal and external politics which may influence the success of the venture.
- 7 Show sensitivity to stakeholder' needs and interests and manage these effectively.
- 8 Take personal responsibility for making things happen.

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Develop a vision and goals for an enterprise venture

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