

CFAMBCB3

Work with the client to prepare and promote the business case for solutions



Overview

This standard is about helping the client to prepare a convincing business case for the selected solution and promoting this to decision-makers and other stakeholders. The level of the consultant's involvement will vary according to the context. In some situations, the consultant will be required to actually do the work, i.e. prepare the detailed business case and present this to internal stakeholders. At other times, the consultant may be asked to play a more facilitative role, introducing principles, methods, tools and techniques and providing expertise to help the client and people in the client's organisation to prepare and promote the business case themselves. A facilitative approach helps the client to gain a deeper understanding of the issues and, at the same time, learn new skills. This standard has been prepared in such a way as to allow for a range of different levels of involvement.

It is for consultants who work closely with clients to prepare and promote the business case for solutions.

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Performance criteria

- You must be able to:*
- P1 agree who is to be involved, taking account of their ability to contribute to the preparation of the business case and promote it to decision-makers and other stakeholders
 - P2 develop the business case in an appropriate format, including:
 - P2.1 a clear statement of the objective(s) the solution is required to achieve and how the objective(s) contributes to strategic goals
 - P2.2 a clear rationale for the selection of the solution in preference to any alternative options
 - P2.3 a clear statement of the expected benefits, and any drawbacks, of the selected solution, quantified wherever possible
 - P2.4 an outline of the estimated costs involved
 - P2.5 an analysis of the risks involved and how these can be managed
 - P2.6 a statement of any assumptions made, together with the justification for and level of confidence in these assumptions
 - P2.7 an outline implementation plan, indicating timescales and resources required
 - P3 communicate the business case to decision-makers using appropriate means, responding effectively to any questions they may have
 - P4 negotiate aspects of the business case with decision-makers, where required, whilst ensuring that the solution is still feasible
 - P5 consider alternative options, if the business case for the preferred solution is not accepted by decision-makers
 - P6 win broader support for the selected solution, explaining its implications for different stakeholders and responding effectively to any questions, objections or concerns that may arise

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Knowledge and understanding

You need to know and understand:

Principles, methods, tools and techniques relating to

- K1 building consensus
- K2 business analysis
- K3 communication
- K4 defining and agreeing roles and responsibilities
- K5 developing proposals
- K6 establishing, developing and sustaining working relationships
- K7 facilitation
- K8 identifying stakeholders and their diverse interests, needs, abilities and preferences
- K9 influencing
- K10 making presentations
- K11 negotiation
- K12 objective setting
- K13 planning
- K14 problem-solving
- K15 project management
- K16 risk management

Industry/sector specific knowledge and understanding

- K17 relevant industry/sector specific knowledge and information on trends and developments
- K18 relevant industry/sector specific legal, regulatory, professional and ethical requirements

Context specific knowledge and understanding

- K19 key political, economic, social, technological, legal and environmental factors
- K20 knowledge and information on trends and developments in your professional/specialist/technical area
- K21 knowledge and understanding of the type and stage of growth of the organisation you are working with
- K22 relevant policies, procedures and requirements of the client organisation
- K23 your own knowledge, skills and competence and the limits of these

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Additional Information

Behaviours

1. Adopt communication media and styles appropriate to people and situations
2. Present information clearly, concisely, accurately and in ways that promote
3. Facilitate common understanding and consensus.
4. Use appropriate facilitation principles, methods, tools and techniques effectively
5. Support clients in planning, making and sustaining improvements autonomously
6. Identify clearly the value and benefits to people of a proposed course of action
7. Use factual evidence to support arguments
8. Work towards win-win solutions
9. Develop plans to meet the priorities of decision-makers
10. Identify key stakeholders and their interests
11. Identify the implications or consequences of a situation
12. Articulate the assumptions made, and known risks involved, in understanding a situation.

Links to other NOS

It links closely with all other standards in key area B Work with the client to identify their needs and agree solutions. It is also underpinned by A2 Develop and Sustain relationships with clients.

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Relevant occupations Business, Administration and Law; Professional Occupations; Information and Communication Technology; Research Professionals; Engineering Professionals; Software Development; Systems Support; Associate Professionals and Technical Occupations; Corporate Managers and Senior Officials; Social sciences; Direct learning support; Preparation for life and work; Foundations for learning and life; Preparation for work; Business management; Marketing and sales; Functional Managers; Business and Statistical Professionals; Public Service Professionals; Finance; Communications; General; Business and Finance Associate Professionals;

Suite Management and Business Consultancy NOS 2009; NOS Suite for Management and Business Consultancy

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