

# CFAMLB1

## Develop and implement operational plans for your area of responsibility



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### Overview

Every organisation should have an overall strategic business plan and each identified area of responsibility should also have an operational plan that will contribute to achieving the objectives set out in the strategic business plan.

The 'area of responsibility' may be, for example, a branch or department or functional area or an operating site within an organisation.

The unit is recommended for middle managers.

This unit is linked to units:

B6 Provide leadership in your area of responsibility

D6 Allocate and monitor the progress and quality of work in your area of responsibility

E2 Manage finance for your area of responsibility

F3 Manage business processes

in the overall suite of National Occupational Standards for Management and Leadership.

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### Performance criteria

*You must be able to:*

- P1 balance new ideas with tried and tested solutions
- P2 balance risk with desired outcomes
- P3 make sure your plans are consistent with the objectives of your area of responsibility
- P4 make sure your plan is flexible and complements related areas of work
- P5 develop and assign objectives to people together with the associated resources
- P6 win the support of key colleagues and other stakeholders
- P7 monitor and control your plan so that it achieves its overall objectives
- P8 evaluate the implementation of your plan and make recommendations that identify good practice and areas for improvement

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### Knowledge and understanding

*You need to know and understand:*

#### **General knowledge and understanding**

- K1 principles and methods of short to medium-term planning
- K2 the importance of creativity and innovation in operational planning
- K3 how to develop and assign objectives which are SMART (Specific, Measurable, Achievable, Realistic and Time-bound)
- K4 how to analyse and manage risk
- K5 how to develop and plan for contingencies
- K6 principles and methods of delegation
- K7 how to use resources effectively to achieve objectives
- K8 how to consult with colleagues and other key stakeholders
- K9 how to monitor and control operational plans to achieve their objectives
- K10 how to develop and use an evaluation framework

*You need to know and understand:*

#### **Industry/sector specific knowledge and understanding**

- K11 legal, regulatory and ethical requirements in your sector
- K12 market developments in your sector
- K13 actual and potential competitors, and their strategies and plans
- K14 actual and potential partners, and their strategies and plans

*You need to know and understand:*

#### **Context specific knowledge and understanding**

- K15 the market in which your organisation works
- K16 the overall vision of your organisation and the goals you are responsible for achieving
- K17 your organisation's actual and potential customer base
- K18 available market opportunities
- K19 how to respond to market opportunities
- K20 colleagues and other key stakeholders, and their needs and expectations
- K21 processes for consultation
- K22 sources of information you can use to monitor and evaluate plans
- K23 procedures for reporting and making recommendations

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### Additional Information

#### Behaviours

1. You constantly seek to improve performance.
2. You work towards a clearly defined vision of the future.
3. You present information clearly, concisely, accurately and in ways that promote understanding.
4. You reflect regularly on your own and others' experiences, and use these to inform future action.
5. You prioritise objectives and plan work to make best use of time and resources.
6. You set demanding but achievable objectives for yourself and others.
7. You create a sense of common purpose.
8. You balance agendas and build consensus.
9. You consider the impact of your own actions on others.

#### Skills

Listed below are the main generic 'skills' that need to be applied in developing and implementing operational plans for your area of responsibility. These skills are explicit/ implicit in the detailed content of the unit and are listed here as additional information.

Planning  
Risk management  
Delegating  
Networking  
Involving others  
Innovating  
Consulting  
Communicating  
Influencing and persuading  
Monitoring  
Evaluating  
Setting objectives  
Building consensus

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**Suite** Management and Leadership National Occupational Standards 2008

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