
Overview

This standard is about developing a vision that is capable of generating the active support of a wide variety of stakeholders, including members of the organisation's governing body, managers and staff of the organisation, strategic partners and shareholders and, to a lesser extent, suppliers, customers and the community.

An effective vision is both inspiring and realistic and is accompanied by sufficient strategic direction to encourage stakeholders to innovate whilst applying their energies and expertise to achieving the vision.

This standard is relevant to senior managers and leaders with responsibility for the strategic direction of their organisation.

The foundation for this standard is laid in *CFAM&LBA4 Evaluate your organisation's operating environment*. The vision and strategy then informs the rest of the standards, particularly *CFAM&LBA6 Develop strategic business plans* and *CFAM&LBA9 Develop operational plans*.

**Performance
criteria**

- You must be able to:*
- P1 Engage appropriate people within your organisation and other key stakeholders in developing your organisation's vision and strategy.
 - P2 Formulate a vision that reflects a realistic evaluation of the operating environment, the values of the organisation and the expectations of its key stakeholders.
 - P3 Ensure the vision is consistent with the purpose of the organisation and its longer-term goals.
 - P4 Communicate the vision in ways that inspire stakeholders to commit to achieving it.
 - P5 Provide strategic direction and clear parameters that empower stakeholders to apply their energies and expertise creatively to achieve the vision.
 - P6 Review and redefine the vision, and strategy for achieving it, in the light of significant changes in the operating environment.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to engage employees and stakeholders in developing an organisation's vision and strategy.
- K2 How to formulate an appropriate and effective vision for an organisation.
- K3 The principles and methods of effective communication, and how to apply them.
- K4 The level of strategic direction people require, and how to provide this direction in ways that releases energy and creativity.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K5 Legal, regulatory and ethical requirements in your sector.

You need to know and understand:

Context specific knowledge and understanding

- K6 Key individuals within your organisation, their roles, responsibilities, competences and potential.
- K7 Your organisation's operating environment.
- K8 Your organisation's stakeholders, their interests and expectations.
- K9 Your organisation's values.
- K10 Your organisation's purpose and longer-term goals.

Behaviours

When performing to this standard, you are likely to demonstrate the following behaviours:

- 1 Seize opportunities presented by the diversity of people
- 2 Recognise changes in circumstances promptly and adjust plans and activities accordingly
- 3 Identify people's preferred ways of communicating
- 4 Use communication media and styles appropriate to different people and situations
- 5 Create a sense of common purpose
- 6 Communicate a vision that inspires enthusiasm and commitment
- 7 Present ideas and arguments convincingly in ways that engage people
- 8 Take account of the internal and external politics that impact on your own area of work
- 9 Recognise stakeholders' needs and interests and manage these effectively
- 10 Use a range of leadership styles appropriate to different people and situations
- 11 Take and implement difficult and/or unpopular decisions, where necessary

Skills

When performing to this standard, you are likely to demonstrate the following skills:

- Analysing
- Building consensus
- Communicating
- Consulting
- Decision-making
- Evaluating
- Influencing
- Innovating
- Involving others
- Leadership
- Monitoring
- Obtaining feedback
- Planning
- Presenting information
- Setting objectives
- Thinking strategically

CFAM&LBA5

Develop your organisation's vision and strategy

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Suite Management & Leadership

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