

## Overview

This standard is about the skills and knowledge needed for you to support organisational development in a food and drink business. Organisational development is about bridging the gap between strategy and implementation and is integral to the achievement of sustainable organisational performance.

The key to its success is the involvement and collaboration of people in and around the food and drink business. Organisational development is a whole organisation and workforce strategy to achieving business objectives. Initiatives and processes implemented and communicated as part of organisational development requires the input, participation and behavioural changes of all people within a food and drink business.

It is therefore included in the remit of the whole food and drink business workforce including line managers. Organisational development outcomes include increased business sustainability, employee buy-in and aligned, sustainable change and improvement in quality and productivity of the core business with the engagement, involvement and understanding of people.

You will need to understand the principles of organisational development and know how to support the implementation of organisational development initiatives in your area of work.

This standard is for you if you work in food and drink manufacture and/or supply operations and are involved in organisational development in a food and drink business.

## Performance criteria

*You must be able to:*

### **Prepare to support organisational development**

1. access the organisational development plans for your area of responsibility for the food and drink business
2. check the plans are in line with the objectives for your area of responsibility
3. determine how the plans will be deployed across your area of responsibility, consult with relevant people to aid this process
4. communicate the deployment plan to relevant people across the food and drink business who may be affected

### **Deploy organisational development plans**

5. communicate the objectives of the organisational development plan to the relevant people
6. confirm individuals are aware of their responsibilities in carrying out the requirements of the plan and that they adhere to these requirements
7. apply problem-solving techniques to challenges and problems occurring when implementing the organisational development plans
8. monitor the deployment of the plan on your area of responsibility including its effect on productivity, quality, compliance, resources and colleagues
9. monitor the effect of the deployment of the plan on other areas of the food and drink business and the effectiveness of the food and drink business as a whole
10. evaluate the implementation of the plan, including your own contribution and provide feedback on its implementation to the relevant people

## Knowledge and understanding

*You need to know and understand:*

1. the strategy, policy, objectives and culture of the food and drink business
2. what the expected behaviours are that support the strategy, policy and culture of the food and drink business
3. why it is important to conduct yourself in a way that reflects the culture of your organisation and how to do this
4. the impact of your and colleagues behaviour on organisational development plans
5. what the relationships between behaviour, organisational development, strategy and culture are
6. what the factors are that affect our behaviour in the workplace
7. why it is important to recognise how your behaviour can influence the behaviour of work colleagues
8. how to influence colleagues to embrace organisational development plans and why it is important to do this
9. the benefits and challenges of using coaching, mentoring and dialoguing in influencing individuals
10. why it is important to support colleagues and organisational development specialists through development and change and how to do this
11. the methods of communication and information technology available within your organisation and how to use them
12. why it is important to communicate the deployment, monitoring and evaluation of organisational development plans to colleagues and how to do this
13. how to ensure the organisational development plans are in line with the objectives of your area of work
14. the impact of an organisational development initiative on resources, quality, compliance and productivity of your area of work
15. the consequences of not adhering to organisational development plans
16. what the possible obstacles to organisational development are in your area of work and how to overcome them
17. why it is important to monitor the organisational development initiative on a regular basis and how to do this
18. how to measure the effectiveness of organisational development

- initiatives including your own contribution
19. the methods for providing feedback on the deployment of organisational development to relevant people and how to use them
  20. what the relationship between the physical shape of a food and drink business is including site, product, process and the organic shape including workforce, culture and behaviours
  21. the commonly understood definition of organisational design and structure
  22. the concept of hierarchy as a method of organising a food and drink business and how this is applied in different sizes of food and drink business
  23. what the different methods by which an organisation can be designed and structured are
  24. the advantages and disadvantages of organising a food and drink business by functional groups such as sales, finance, technical
  25. how the organisational strategy, objectives, policies and culture affect how an organisation is designed and structured
  26. the tools and techniques associated with designing and structuring organisations and how to use them
  27. the advantages and disadvantages of designing an organisational structure by function, product or category, customer, market or geography
  28. how organisational design can be used as a tool to support organisational development during mergers and acquisitions, downsizing or upsizing and merging of departments
  29. why it is important to recognise the risks and consequences of changes to organisational design
  30. what the challenges to organisational design initiatives are and how to address them
  31. why competent leadership is a key factor in the success of organisational development initiatives
  32. why there is a strong link between organisational development and Human Resources
  33. what the link is between organisational development and food and drink business strategy and its influence on organisational success
  34. what the organisational development consultancy cycle is
  35. the tools and techniques used in the implementation of organisational development projects and how to use them

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36. the importance of measurement techniques in determining the requirements for organisational development initiatives and the evaluation of such projects
  37. the specific interventions commonly carried out as part of organisational development work and how these can be classified into different areas of the food and drink business

IMPBP401

Support organisational development in a food and drink business



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