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## Overview

This standard is about the skills and knowledge needed for you to secure commitment to a strategy or policy in a food and drink business. Securing commitment is a vital business starting point when deploying a strategy or policy. It is essential in obtaining resources, ensuring objectives, procedures and implementation arrangements can be finalised and agreed across an organisation. It is also important in ensuring strategy and policy are carried through to definite outcomes. You will need the skills and knowledge to produce a plan for securing commitment to a strategy or policy, communicate the plan to relevant people, ensure the plan is implemented, address problems and provide feedback on securing commitment to the strategy or policy. This standard is for you if you work in food and drink operations and/or supply operations and are involved in securing commitment to a strategy or policy in a food and drink business.

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## Performance criteria

- You must be able to:* Produce a plan for securing commitment to a strategy or policy
1. review the objectives and requirements of the strategy or policy
  2. draft and agree plans for securing commitment to the strategy or policy with the relevant colleagues and stakeholders
  3. discuss and confirm the key objectives and scope of the strategy or policy and the available resources with relevant colleagues and any key stakeholders
  4. confirm the final plans with relevant people
- Secure commitment to a strategy or policy
5. brief relevant people on your plans to secure commitment and clarify their roles and responsibilities
  6. implement your plan for securing commitment, selecting and applying a range of directive tools and techniques appropriate to the needs for negotiating, influencing and persuading relevant people
  7. communicate progress to relevant people, any key stakeholders and any others on a regular basis
  8. identify in the light of progress any required changes to your plan for securing commitment and obtain agreement from the relevant people where necessary
  9. achieve your plans for securing commitment
  10. confirm satisfactory completion of the plans to secure commitment with the relevant people and any key stakeholders

Evaluate the success of securing commitment to a strategy or policy

11. obtain and provide feedback on securing commitment to the strategy or policy
12. evaluate the impact of your activities to secure commitment, identifying what lessons can be learned and recognising the contributions of any colleagues
13. seek feedback on the value of your contribution securing commitment to a strategy or policy
14. provide feedback on your contribution to securing commitment to a strategy or policy to the relevant person

## Knowledge and understanding

*You need to know and understand:*

1. how to access your food and drink business strategy or policy, and why it is important to do this
2. what the rationale for the strategy or policy is and why it is important to know this
3. what the organisational systems are for identifying and making contact with the relevant people and stakeholders who need to commit to a strategy or policy
4. how to devise and agree plans for securing commitment to a strategy or policy
5. how to assess and manage the risks and benefits associated with securing commitment to a strategy or policy
6. what the implications for organisational change are when securing commitment to a strategy or policy
7. why it is important to include contingency planning and how to do this
8. what skills are required to secure commitment to the strategy including: negotiating, influencing, persuading and agreeing and how to apply these skills at the appropriate level
9. the barriers to securing commitment to a strategy or policy and techniques used to address these barriers
10. stakeholder and line management expectations and how

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they

influence the commitment process

11. how to make changes to plans and carry out corrective direction

as circumstances dictate and the associated management of priorities and rationale for colleagues

12. the food and drink business communication channels used to

inform relevant people, both formal and informal

13. how to evaluate the success and impact of securing commitment

to a food and drink business strategy or policy

14. how to provide and receive feedback on securing commitment to

the process including your own contribution

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