INSML043

Implement and evaluate strategic and operational business plans



Overview

This standard is about implementing and evaluating business plans. You put strategic and operational business plans into action by engaging and delegating work to colleagues, monitoring progress and adjusting plans, when necessary. You also evaluate the extent to which strategic and operational objectives have been achieved, learning lessons, celebrating success and recognising employees' contributions.

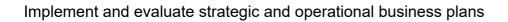
This standard is for all managers and leaders.



Performance criteria

You must be able to:

- 1. communicate your strategic business plan to colleagues and key stakeholders to engage their understanding and support
- 2. delegate responsibilities for achieving strategic objectives to individuals and gain their commitment to achieving them
- 3. evaluate risks to the achievement of strategic objectives and take action to mitigate risks
- 4. demonstrate your personal commitment by leading the achievement of key strategic objectives
- 5. review the strategic business plan at regular intervals, considering significant changes in the operating environment to ensure it can deliver the organisation's objectives within agreed timescales
- 6. communicate operational plans to gain the understanding and support of colleagues and key stakeholders
- 7. delegate responsibilities for achieving operational objectives to individuals and gain their commitment to achieving them
- 8. provide the resources required to achieve the objectives in your strategic and operational plans
- 9. hold employees to account for the achievement of the strategic and operational objectives delegated to them
- 10. use agreed methods and measures to monitor implementation of your business plans
- 11. provide advice, guidance and support towards achieving strategic and operational objectives, when required
- 12. apply indicators and methods for monitoring progress against your business plans at agreed intervals
- 13. evaluate variances from your business plans and the reasons for significant variances
- 14. ask colleagues to explain variances and propose action to address significant variances
- 15. adjust your business plans or the deployment of employees and resources to take account of significant variances, availability of employees and resources, or changes in your organisation's operating environment
- 16. inform colleagues of adjustments to your plans and help them make changes to their own plans
- evaluate the implementation of your business plans to make recommendations that identify good practice and areas for improvement
- 18. evaluate and agree with colleagues and key stakeholders the extent to which the objectives in your strategic and operational business plans have been achieved
- 19. celebrate the achievement of strategic and operational objectives and recognise the contributions of those involved
- 20. analyse the reasons for any shortfalls in the achievement of





- strategic and operational objectives to inform the development and implementation of future business plans
- 21. follow the legal, organisational, codes of practice and policies relevant to implementing and evaluating business plans



Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- 1. the principles and methods of strategic, operational management and business planning
- 2. how to consult with colleagues and other stakeholders
- 3. the importance of communicating business plans to employees and how to check their understanding of what is required
- 4. the principles and methods of delegation
- 5. how to hold employees to account for the achievement of objectives
- 6. how to assess and manage risk
- 7. the importance of demonstrating your personal commitment to business plans and how to do so
- 8. how to use resources effectively to achieve objectives
- 9. how to further develop and adjust the plan in the light of variances, including redeployment of employees and resources to implement the plan
- 10. how to monitor and review implementation of and performance against strategic and operational plans
- 11. the indicators and methods for measuring progress against plan and evaluating the implementation of plans
- 12. how to evaluate the implementation of business plans to identify and share the lessons learned



Industry and sector specific knowledge and understanding

- 13. the trends and developments in your industry and sector at local, national and international levels
- 14. the legal, organisational, codes of practice and policies relevant to implementing and evaluating business plans

Context specific knowledge and understanding

- 15. your organisation's vision, structure, strategy, culture, key stakeholders, communication and business processes
- 16. the customer feedback, financial and other management information that informs business planning in your organisation
- 17. the employees and resources available to achieve your organisation's strategic objectives
- 18. the trends and developments in your organisation's operating environment
- 19. the threats to achieving your organisation's vision and strategy
- 20. the ways of celebrating the achievement of your organisation's strategic objectives
- 21. the sources of information you can use to monitor and evaluate plans and the procedures for reporting and making recommendations

INSML043

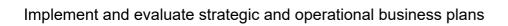
Implement and evaluate strategic and operational business plans



Skills

- 1. Analysing
- 2. Communicating
- 3. Communicating
- 4. Consulting
- 5. Delegating
- 6. Evaluating
- 7. Influencing
- 8. Innovating
- 9. Involving colleagues
- 10. Leadership
- 11. Leading by example
- 12. Monitoring
- 13. Networking
- 14. Persuading
- 15. Planning
- 16. Presenting information
- 17. Prioritising
- 18. Problem solving
- 19. Providing feedback
- 20. Reflecting
- 21. Reviewing
- 22. Risk management
- 23. Setting objectives
- 24. Thinking strategically

INSML043





Developed by	Skills CFA
Version Number	1
Date Approved	12 Feb 2021
Indicative Review Date	01 Mar 2026
Validity	Current
Status	Original
Originating Organisation	Instructus
Original URN	CFAM&LFA1, CFAM&LFA2
Relevant Occupations	Managers and Senior Officials
Suite	Management and Leadership
Keywords	Management & leadership; evaluate; strategic; business plans