Business Advocacy Network

Public policy dialogue & advocacy

Leadership, strategy & planning

Contents

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1. Introduction

Business Member Organisations (BMOs) advocate a conducive business and investment climate policy environment and seek to persuade governments to reform public policy to achieve that aim.

Leadership, strategy and business planning is critical for a Business Member Organisation to be successful. The leaders of the BMO need to understand what good leadership entails including to apply strategic thinking in their planning and implementation of projects. This will enable them to chart the strategic direction of the organisation using clear annual objectives focused on improving member services.

2. Learning objectives & outcomes

2.1 Learning objectives

The objective of this handbook is to provide a basic introduction to leadership, strategy & business planning by

- introducing definitions of leadership and management and the difference between the two
- outlining some of the key concepts used in describing different leadership styles
- defining strategic and business plans, and explaining the difference between them
- explaining how strategies and business plans link together

2.2 Learning outcomes

On completion of the handbook, it is anticipated that you will

- be able to identify your leadership style and to have an understanding of the style that may be appropriate to lead or manage a BMO
- be able to commence the process of developing strategic and business plans for your BMO
- be able to develop & implement key strategic objectives

3. Leadership and management

3.1 Background

Well managed organisations are far more likely to be successful in their advocacy initiatives than other organisations. This requires:

- Excellent leadership
- Effective management
- A staff team with shared values and a common purpose

3.2 What is leadership?

Leadership stems from the old English word "laedere" meaning to lead someone upon a journey – usually by going in front or by example. Leadership is key to advancing every aspect of transformation – for building momentum for change, for making the change happen, and for sustaining the change. All the while, the aim of leaders is to achieve the mission and take care of people.

> ***Leadership is defined as the process of influencing others to achieve specific objectives in specific situations.***
>
> ***So BMO leadership is influencing others to achieve the BMO's specific objectives.***

Leadership is about helping people. Leadership is not about leaders getting their own way but empowering people to do what they need to do. It is about ensuring that there are clear goals, about fitting the purpose of the organisation to the environment, about assisting people to get the right things done, about setting high standards.

The idea of change is implicit in leadership, as is the idea of example. Example holds a group together better than command. If people in a team see their leader operating or behaving in a particular way, they will tend to behave in that way. If a leader is seen as telling rather than doing the group will tend to want to ignore that person.

3.3 Characteristics of effective leadership

- Leaders are **committed to a vision** that they clearly and consistently communicate in word and deed so that it becomes a stimulus to commitment and action, a force for coherence and focus, and a guide for decisions.
- The leader's actions **build values** into the organisation that reinforce the organisation's competitive strengths, bind the organisation together in a sense of community, and improve the decision-making process.
- Exerts considerable effort to **attract and develop high-calibre personnel** and create a motivating, innovative environment.
- **Commitment**, to vision and values, but **also to individuals in organisation.**
- Acts as a **task master, setting standards of excellence and stretching subordinates** to achieve them.

- Acts to **minimize political manoeuvring and bureaucratic processes** and to assure substance dominates decision making processes.
- Has a **clear self-understanding** – recognizes personal limits, but with confidence to persist through disappointment and resistance.

You can measure your leadership based on these seven characteristics

3.4   Leadership balance

A more complex method of looking at the leadership process is John Adair's (1979) action centred leadership. Adair suggests that leaders achieve the task, build the team and develop individuals. These stages are interlinked. Developing staff will achieve the task. Building the team develops staff.

Figure 1: John Adair's Action Centred Leadership
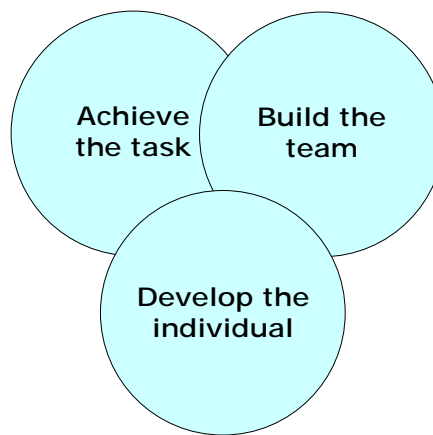
Source: Adair, J (1979)

Some managers may be focused on achieving the task more than building the team or developing the individual. Look at yourself. Where is your primary focus? Adair offers a checklist for effective action centred leadership:

Task:
- be clear about the task, communicate it with enthusiasm, and remind people of it often;
- understand how the task fits into the longer term objectives;
- plan how to accomplish it;
- define and provide the resources needed, including time and authority;
- ensure a management structure allows the task to be done efficiently;
- pace progress towards achievement; and,
- Evaluate results and compare them with original plans.

Team:
- set and maintain the team's objectives;
- involve the team as a whole in the achievement of objectives;
- maintain the unity of the team by coping effectively with conflict;
- communicate regularly with the team face to face;
- consult where possible before making decisions which effect the team; and

- Explain results and achievements.

Individuals - every leader must:

Provide a challenge and scope for development by:

- setting targets after consulting, and reviewing them at regular intervals;
- providing relevant training;
- arranging any necessary external and internal contacts;
- restructuring or grouping tasks to use people skills to the fullest;
- rotating jobs to broaden experience;
- Providing scope for individuals to take greater responsibility.
- make people feel valued;
- Recognise achievements.

3.5   Goleman's leadership styles

Daniel Goleman, the author of Emotional Intelligence, and Primal Leadership, explores which leadership behaviours yield positive results. He outlines six distinct leadership styles, each one springing from different components of emotional intelligence. Each style has a distinct effect on the working atmosphere of a company, division, or team, and, in turn, on its financial performance. The styles, by name and brief description alone, will resonate with anyone who leads, is led, or, as is the case with most of us, does both.

Table 1: Goleman's Leadership Styles

Style	Description	Environment in which best works	Climate it develops
Visionary	The leader mobilises the team toward a common vision and focuses on end goals, leaving the means up to each individual. If this style were summed up in one phrase, it would be "Come with me". The authoritative style works best when the team needs a new vision because circumstances have changed, or when explicit guidance is not required. This leadership style inspires vibrant enthusiasm for the mission.	When a clear direction or change is needed	Most positive
Coaching	The coaching leader develops people for the future. If this style were summed up in one phrase, it would be "Try this". The coaching style works best when the leader wants to help teammates build lasting personal strengths that make them more successful overall. It is least effective when team members are defiant and unwilling to change or learn, or if the leader lacks proficiency.	When helping people and building long-term strength	Positive
Affiliative	The affiliative leader works to create emotional bonds that bring a feeling of bonding and belonging to the organisation. If this style were summed up in one phrase, it would be "People come first". The affiliative style works best in times of stress, when teammates need to heal from a trauma, or when the team needs to rebuild trust. This style should not be used exclusively, because a sole reliance on praise and nurturing can foster	To heal rifts in teams or motivate people in stressful times	Positive

	mediocre performance and a lack of direction.		
Democratic	The democratic leader builds consensus through participation. If this style were summed up in one phrase, it would be "What do you think?" The democratic style is most effective when the leader needs the team to buy into or have ownership of a decision, plan, or goal, or if he or she is uncertain and needs fresh ideas from qualified team members. It is not the best choice in an emergency, when time is of the essence for another reason or when team members are not informed enough to offer guidance to the leader.	To create consensus or get input	Positive
Pacesetting	Expects and models excellence and self-direction. If this style were summed up in one phrase, it would be "Do as I do, now". The pacesetting style works best when the team is already motivated and skilled, and the leader needs quick results. Used extensively, however, this style can overwhelm team members and squelch innovation.	To get quick results from a highly competent team	Negative (if over used or not used well)
Commanding	The commanding leader demands immediate compliance. If this style were summed up in one phrase, it would be "Do what I tell you". The style is most effective in times of crisis, such as in a company turnaround or a takeover attempt, or during an actual emergency like a tornado or a fire. This style can also help control a problem teammate when everything else has failed. However, it should be avoided in almost every other case because it can alienate people and stifle flexibility and inventiveness.	In crisis or with problematic people	Negative (if over used or not used well)

Each style fits a different situation, so a good leader needs to be able to switch them when the context requires it keeping in mind that a leadership style is a tool, not a personality trait.

Leaders who have mastered four or more—especially the authoritative, democratic, affiliative, and coaching styles—have been found to be very effective. They also need to be able to bring in commanding and pacesetting, in measured doses due to their negative effect on the company climate if not used well.

3.6   Leadership vs. Management

> *Leadership is about defining direction, whereas management is about effective implementation to ensure the direction is followed and enabling others to achieve specific objectives in specific situations.*

Leaders are seen as brilliant, heroic, visionary, effective, imaginative, creative and self-reliant. **Managers** are seen as rational, problem-solving, directing, task-oriented, efficient, persistent, tough-minded, hardworking, intelligent, analytical, tolerant, practical and innovative. When they were young people, leaders sought to change the world around them, and as a result these people as adults are prone to challenging the status quo, even creating (thriving on) chaos. Managers, in contrast, frequently talk of growing up with a sense of fitting and as adult

managers, these people seek and maintain order – even if they sponsor change, they want that change to be orderly.

Leaders use their influence to change people's views of what is desirable, possible and necessary. **Managers** are more likely to use their influence to implement organisational goals. They tend to have a more impersonal attitude towards the needs and desires of the individuals involved. Managers are therefore often good with tactical plans, bargaining, negotiating, using rewards, and coordinating different approaches to issues. Leaders explore and encourage fresh solutions to existing problems – encouraging people to examine a wide range of options to manifest the vision.

Both managers and leaders care about creating and fulfilling an agenda. However, Managers create their agendas through planning and budgeting. Leaders create their agendas through establishing a direction. "Managers rely on manuals. Leaders rely on instinct" (Baggett, 1995)

Leadership concentrates on vision, strategic development and initiative. Management on the other hand seeks to implement the vision. Leadership is concerned with long-term perspectives anticipating the organisation's future needs. Management looks at the short-term issues. Leadership is related to all employees with the ability to influence and inspire them to achieve set goals.

> *"Management is doing things right; leadership is doing the right things."*
> *Peter Drucker, writer and consultant*

Management is restricted to particular positions or roles. (Nel et al, 2004).

3.7   Conclusion

BMO leadership is about influencing others to achieve the organisation's specific objectives. It is about empowering people to do what they need to do to achieve the BMO's purpose.

Therefore a good leader who enables the BMO to achieve its purpose must develop their strength in strategic thinking and planning, critical components necessary for an organisation to achieve its purpose. Strategic thinking and planning are competences by which you as the leader drive how the organisation's objectives are set, policies are developed and plans are laid out to achieve these objectives. The leader's job thereafter is to provide the overall direction to achieve the set targets and objectives, and find ways to raise the required resources to implement the plans.

The next section will focus on how to develop strategic thinking, strategic plans as well as business plans so as to shape and implement the broad objectives of the organisation.

4. Strategic thinking and planning

4.1 What makes strategic thinking and planning important?

The Board and Senior Managers of any organisation have to be able to identify and manage internal and external pressures on the organisation. To do this they need to define a purpose and a vision, keep track so that they can run the organisation with the resources available and ensure that the pressures are managed in such a way that they do not overwhelm the organisation. This is what strategic thinking and planning is all about.

It requires strategic thinking which is to think holistically, linking together vision, strategy and implementation.

The impact of strategic thinking should be that organisations and teams spend valuable resources on doing the right things. They are able to link a strategy to the vision, asking: are we doing the right things to make this a reality?

This is especially important for BMOs who need more strategic thinking so that they can maximise the impact they make with limited resources.

4.2 Strategic thinking

To maximise your chances of success in business, you need a purpose, you need goals, you need a plan, you need to monitor your performance against the plan and you may need occasionally to take corrective action to stay on course. To be effective you need regularly to look at your business's strengths and weaknesses and at the opportunities and threats posed by the environment in which you operate. It is the process of thinking through these aspects of business that constitute strategic thinking. Strategic thinking is simply a way of thinking about how to position your business vis-à-vis your customers and your competitors.

Strategic thinking is a systematic and action-oriented process in which the leader of an organisation envisions the future and then develops the necessary goals and strategies for realizing that future. The process takes into consideration contextual environmental issues, analysing carefully what is happening in the market place and wider environment, capturing what the organisation or business can learn from all sources and then synthesizing that learning into an agreed vision of the direction that the business should pursue. The outcome of strategic thinking is a strategic plan for the organisation.

The strategic plan defines what you do to get you from where you are now to where you want to be in a specified amount of time. It defines the purpose and vision. But above all, the strategy is simply the plan, the roadmap, to deliver the purpose and achieve the vision.

4.3 Strategic planning

The process of applying strategic thinking in order to develop the organisation's strategy is called strategic planning. Strategic planning involves four key steps which are interlinked:

- Undertake a situation analysis or scan the environment – take stock of where you are in relation to both the internal and external environments
- Define or confirm your purpose, vision and values
- Develop strategic objectives (and secondary, or supporting, objectives)
- Develop performance, outcome and impact measures.

These are the key components of an organisation's strategy and we will look at how to develop them in the next section.

4.4 Key steps in developing a strategic plan

Situation analysis

The first step in developing your strategic plan involves carrying out a situation analysis. This is identifying the *internal* and *external* factors of an organisation and the impact they may have on it.

For the external analysis you can use the **PEST** analysis (**P**olitical, **E**conomic, **S**ocio-cultural, and **T**echnological factors). Use it to examine the wider/macro/external influences that might impact on the organisation.

Table 2: Example of a PEST analysis

POLITICAL	ECONOMIC
• Introduction of new Fundraising Regulations • Imposition of ban on plastic papers may affect our members • Implications of recent budgetary changes to levels of taxation will impact our members businesses • Brexit *(Britain exit from EU)* - direct reduction on EU funds and speculative reduction across all funding streams	• Potential drought could increase food prices and reduce disposal incomes • Rising unemployment • Rising interest rates
SOCIO-CULTURAL	**TECHNOLOGICAL**
• Increased levels of activism on environmental issues • Celebrity campaigning and profile of the cause that affects our members	• Implications of Data Protection legislation that is due to come into force in XXXX • Rapid increase in new applications on the market • Mobile phone payments rapidly increasing • Donate button available on websites

It can also be stretched as **PESTLE** (to look also at the **L**egal and **E**nvironmental factors) but as an initial analysis you can look at Legal as part of **P**olitical, and **E**nvironmental under **S**ocio-cultural.

For the internal analysis, a useful tool is the **SWOT** - identifying your **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats. Note that strengths and weaknesses are

about the organisation, so you need to look internally; opportunities and threats arise from the external environment, so this is why your PEST analysis is valuable. Do not repeat the analysis though; just do it once, but as you do it think clearly about whether the factors create opportunities or threats.

This analysis can be eye-opening to what is really going on internally and external to the organisation, and can help in determining the next steps to take within the plan.

Key points to remember are to:

- Relate each point to the context of your own organisation and collect data and track trends accordingly.
- Reference your sources and use accurate and pertinent information relevant for your area of work

Table 3: Example of a SWOT analysis

Strengths *(What does your organisation do well? What advantage do you have over others?)*	**Weaknesses** *(Looking at your organisation, where are the gaps? Where do other organisations have an advantage over you?)*
- Organisation's purpose and vision - HR and in-house skills - Strong relationships with government - Experience in this area of work - Good coordination and monitoring - Stable sources of finance	- Under staffing - Lack of systematic operations - Weak management systems
Opportunities *(When you scan the external environment, what factors are apparent and how you can exploit your advantages to succeed?)* - Political will and encouragement - Supportive policies and laws - Interest from development partners - Good business community response	**Threats** *(When you scan the external environment, what could cause problems for you?)* - Unstable political environment - Detrimental external policies - Lack of access to target groups - Sustainability problems due to donor fatigue - Anti-NGO approached by media and advocacy groups

Purpose, vision and values

The **purpose,** sometimes referred to as mission, is a statement of the primary reason for an organisation's existence. It is the reason for which plans and resources, including administrative and programmatic staff, are directed. It is what 'you do'. It should be easily understood by all the stakeholders (the directors, customers, staff and anyone else with a stake in the business).

A **vision** is the desired goal toward which an organisation is committed within a time scale (normally five years). It defines where you want to be. The vision sets the direction for the business and drives the business forward.

Values provide an ethical framework in which any business has to operate, and reinforce the organisation's purpose. Values guide the way we behave, and the way that an organisation behaves depends on its leaders' and staff's beliefs and behaviours. For BMOs, the values of members and those elected to steer the BMO forward impacts on the way the BMO behaves.

What drives you? A desire to achieve? Ambition, service to others? Doing everything to the best of your ability? Stakeholders' perceptions of the business will depend on how they see the business behave. Do they see a helpful organisation? A caring organisation? An achieving organisation?

Strategic objectives

Your purpose defines what you do and your vision defines where you want to be. The next step involves the setting of strategic objectives which will enable you to achieve your vision. A strategic objective is a statement of hoped for or intended results, for example "to seek to improve the enabling environment for our members" or "to support our members to improve their competitiveness". Strategic objectives are statements that indicate what is critical or important for your organisation to achieve its vision. Your objectives link out to your measures and initiatives.

A useful frame to work with is the Balanced Scorecard which looks at the organisation from four perspectives of *Customer, Internal Systems and Processes, Our People*, or sometimes called *Learning and Growth or Continuous Improvement,* and *Financials.* Let's look at some examples of objectives that have been set in each of these perspectives.

Customer or Stakeholder Perspective objectives can be written in the form of a phrase or a statement that customers or key stakeholders would say when talking about your service *e.g. The private sector wants: An investment climate conducive to raising competitiveness & growing business; A range of services that might help them 'do business' more effectively.* These are best written in the form of benefits sought by the key stakeholders or the target audience. The more the objectives can be framed in terms of what your target audience wants, the easier it will be to understand what needs to be delivered.

Internal processes objectives (focused on processes that your organisation must excel). Examples are: *Undertake research and prepare policy positions; develop and maintain effective relationships with key Ministries; network & collaborate: forge alliances and coalitions; deliver range of member services.*

Our People or **Learning & Growth** or **Continuous Improvement Objectives** focus on the organisation's skills, capacity and/or the organisation culture. Examples of objectives in this perspective include: *Promote the importance of continuous improvement through looking for ways to improve projects and processes; provide staff with opportunities for continuing professional development and encourage idea of becoming a 'learning company'.*

Financial objectives (what you are trying to accomplish financially within the timespan of your strategic plan for example *Our BMO will manage its resources efficiently - by providing value for money; effectively - through matching resources and priorities; economically - through maximising leverage by securing grants and support from wide range of sponsors and supporters.*

The four perspectives provide a holistic view of the organisation, but the challenge comes in that the strategic objectives you develop may end up being too many or not connected thus leaving gaps in the objectives.

4.5   Strategy Map

A strategy map will help ensure that you cover all aspects of your work simply and coherently. It provides a visual representation of your strategy, on a single page. It shows how the strategic objectives and the supporting objectives are linked together. Start with the benefits sought by the customer or client groups: in the case of a BMO, members are clearly a customer group. But you may also want to treat government as a customer.

Then consider the internal processes necessary to deliver each of these benefits. If it helps draw arrows to link the internal processes to the delivery of the relevant customer benefits. Then you can think about how you will improve what you do: set objectives for continuous improvement. Again, if it helps, draw arrows from the improvement perspectives to the relevant internal processes. Following all these arrows shows you if there are any gaps or any activities that are 'hanging' alone without a link to other objectives.

A well designed strategy map also allows you easily to communicate to board and staff so that they will translate the objectives into action.

Table 4: Example of a strategy map

XX's purpose is to advocate reform of public policy in order to promote economic growth and prosperity	
Stakeholder perspective	**The private sector wants:** An investment climate conducive to raising competitiveness & growing business A range of services that might help them 'do business' more effectively	**The government wants:** To achieve its vision 2030 through an economic environment that facilitates rapid development and investment An easy means of engaging in dialogue & consulting with the private sector. Cogent, evidence based policy proposals Recognition that the public sector does want to improve the enabling environment

[Table layout note: The "Stakeholder perspective" row spans two columns (private sector and government). The "Internal processes perspective" section below spans the full width.]

Internal processes perspective

Engage in dialogue and advocacy:
Work with members and government to identify priority issues
Encourage government to consult on proposals to adopt or reform policies that will impact in the enabling environment
Provide a cost-effective means of engaging in dialogue & advocacy at regional & international levels
Undertake or commission research to understand the issues
Work with members to formulate agreed policy positions and prepare compelling evidence-based policy position papers

Network & collaborate:
Forge alliances with key Ministries, Departments and Agencies
Collaborate with other business associations, chambers, business councils, etc.

Offer a range of services to members:
Have a website that ensures members (and others) can be fully informed about the work of XX

Continuous improvement perspective

Institutional capacity and sustainability
Ensure that board of directors is representative of wider membership & has a broad base of knowledge & experience

Empower staff to take the initiative
Promote the importance of continuous improvement through looking for ways to improve projects and processes
Provide staff with opportunities for continuing professional development and encourage idea of becoming a 'learning company' (including requirement that staff
Spend time within member associations and in businesses to give greater understanding of private sector needs)
Build a culture that values and respects all our stakeholders and behaves ethically and without engaging in corrupt practices
Review and evaluate projects and programmes
Prepare an annual business plan and budget based on priorities (rather than potential sources of funding)

Financial perspective

Our BMO will manage its resources
Efficiently, providing value for money
Effectively, through matching resources and priorities
Economically, through maximising leverage by securing grants and support from wide range of sponsors and supporters
Sustainably, by demonstrating its value to its members and delivering benefits that outweigh the cost of membership, so that they remain willing to keep pay their subscriptions

Source: c*reated by Irwin Grayson Associates as an example of a BMO strategy map*

4.6   Conclusion

As a BMO executive, you have greater leadership responsibilities and need to be able to think more strategically and develop an effective strategy for your organisation. Strategic thinking and planning gives you the tools to undertake a thorough strategic diagnosis. You analyse capabilities, strengths, weaknesses and opportunities, and identify capability and resource gaps in your own context that could impact the strategy's implementation.

As a BMO leader this unit will enable you to walk away with a strategic roadmap and action plan which directs your organisation toward growth opportunities and improving performance. Strategic thinking and planning will enable you to identify and plan the future of your organisation.

The next section introduces business planning which is about how to operationalise the strategy.

5. Business planning

5.1   The business plan

The strategy guides the organisation and the business plan operationalises it. A business plan is a tool for understanding how your business is put together. It is a guide to keep you focused and making progress. A good business plan can help make an organisation credible, understandable, and attractive to someone who is unfamiliar with it.

For everyday management purposes, you want a plan only as an internal document. It should essentially cover the projects and programmes that the BMO expects to undertake, with staffing profiles and budgets, so that all the projects can be effectively managed. The plan has to be a tool that the BMO itself can use to manage itself effectively and efficiently.

5.2 Key components of the business plan

Business description

This section of your business plan must clearly describe what your organisation is all about, that is, its products and/or services, and your vision of the business. It should include:

- Governance and Management structure

- Programmes and projects *(what you have to offer):* a list describing the projects and programmes your organisation is involved in, or range of activities that put into practice the strategic objectives. For advocacy, for example, you may have identified a particular issue (or two) on which you will work on over the next year; you may have a service or services that your organisation needs to deliver to members; you may have decided to start a programme to recruit new members; etc. These can all be thought of as projects, or programmes, and all need to be brought together into a single plan, with resource requirements etc.

Remember try to avoid jargon, it is a good idea to get someone who is not involved in the business to read this section of your plan to make sure they can understand it as you may need to use this document to enrol support from others.

Your team

This section addresses the people working in your business and on which projects outlined above that they are working in. and how you plan to manage your business. Include:

- A brief organisational layout or chart of the business
- Role allocation (Who does what), with a brief job description of each position
- The needed skills of each position
- Available skills and the gaps
- Any other relevant information related to personnel.

Do not underestimate the importance of this part of your plan. There needs to be balance between you and your staff, of the necessary skills, drive and experience to enable the organisation to succeed. It is also advisable to outline any recruitment or training plans, including timescale and costs.

Operations

This section of your business plan should outline your operational requirements, including your day to day requirements, facility / office requirements, management information systems and information technology requirements and any planned improvements.

Once you clarify the organisational structure, including management & team, it is also useful to identify how you will work together to offer the best service to your members. This includes communication plus an efficient and effective work process flow. To do this you need to look at the internal operations and how work is carried out including the chain-of-command that delivers it. Determining

the best operations flow is done by identifying the functional groupings of work processes. As the senior leadership, you need to look at all functions and determine how the work activities need to be organized and carried out. This process also identifies natural reporting relationships and effective process flow.

Financial forecasts

This section of your plan essentially turns your plans into numbers. As part of your business plan, you will need to provide financial projections for your business. Your forecast should run for the next three to five years. However, the first 12 months' forecasts should have the most details, including assumptions both in terms of costs and revenues, so stakeholders can clearly see your thinking behind the numbers.

Your financial forecasts should include:

▪ Cash flow statements – this is a cash balance and monthly cash flow pattern for the first 12-18 months. It includes working capital, salaries and income.

▪ Income and expenditure forecast – the amount of money you expect from member contributions, partner support or any other income sources, and the areas you expect to incur expenses (expenditure forecast). If you are looking at offering consultancy services then it could also include income from this or any other services you would offer for a fee. This gives you the level of surplus you expect to make, given your projected income, less the costs of providing services, and your running costs.

5.3   Summary

The overall purpose of the business plan is to provide a management tool so that you can keep track of what you are supposed to be doing, what you are actually doing and then if necessary take corrective action.

Key focus areas for your business plan is to keep an eye on which programmes and projects your organisation is working on, and to ensure the required resources, timescales, performance measures and milestones are managed effectively.

6.   Conclusion

▪ It must always be kept in mind that no two organisations are the same. The leadership, strategy and business plan process depends on the size, scope and context of your business and your target market.

▪ Your organisation may already have a written strategy used for internal decision-making. In this case, the leadership through the strategic thinking and business plan development may focus more on adapting the plan to the format that key stakeholders will expect to see. You should therefore focus on ensuring that the main information is included.

▪ A good strategic and business plan sets the direction and establishes priorities for your organisation. It defines your organisation's view of success and prioritizes the activities that will make this view your reality. It will help your people know what they should be working on, and what to prioritize

within this. Without a clearly defined and articulated strategy, you may very well find that your priority initiatives—the ones that will drive the highest success, are being given secondary treatment.

Leadership will ensure that your organisation has its hard-working people putting their best efforts into areas that have the greatest positive effect on strategic success. The people's efforts and the organisation's resources would be aligned to maximize your strategic success. This is where true leadership potential lies.

Further reading and further information

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This series of advocacy competence handbooks – divided into modules and units – is intended to support business member organisations (BMOs) to engage in public private dialogue and to advocate improvements to the business environment. You are free to use the units and other materials provided that the source is acknowledged.

Foundation Unit

0. Introduction to advocacy & dialogue

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1.1 Understanding policy and regulation

1.2 Policy analysis

1.3 The process of formulating and reforming policy

Module 2: Policy positions

2.1 Identifying, understanding & framing issues

2.2 Preparing policy positions

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Module 3: Communications
3.1 Communications & public relations

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4.1 Branding & house styles

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Module 5: Managing advocacy projects

5.1 Planning an advocacy project

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Module 6: Managing a BMO6.1 Leadership, strategy & business planning

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6.3 Members and member services

Module 7: Research

7. Research methods

The Business Advocacy Network is an initiative of Irwin Grayson Associates and can be found at businessadvocacy.net. IGA can be found at irwingrayson.com and contacted at david@irwin.org. You can follow David Irwin on twitter at @drdavidirwin.