

UNIT SUMMARY

What is the unit about?

This unit is about managing business processes to make sure the organisation delivers outputs that meet customers' needs and stakeholders' needs, and organisational and legal requirements.

Who is the unit for?

The unit is recommended for middle managers.

Links to other units

This unit is linked to unit **B1. Develop and implement operational plans for your area of responsibility and E17. Outsource business processes** in the overall suite of National Occupational Standards for Management and Leadership.

Skills

Listed below are the main generic 'skills' that need to be applied in managing business processes. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Communicating
- Information management
- Analysing
- Assessing
- Presenting information
- Influencing
- Persuading
- Negotiating
- Problem-solving
- Prioritising
- Thinking systematically
- Thinking creatively
- Reviewing

OUTCOMES OF EFFECTIVE PERFORMANCE

You must be able to do the following:

1. Design processes that deliver outcomes based on organisational goals and aims.
2. Ensure processes and resources are sustainable and effective in their use.
3. Identify and provide the resources you need.
4. Take account of influences that may affect and shape how processes work.
5. Link processes so that they interact across the organisation to form a complete system.
6. Provide information and support for staff and other stakeholders involved.
7. Define process responsibilities.
8. Develop process measures that are affordable and provide enough information for people to decide how to manage the process.
9. Establish and use effective methods to review and improve the process.

BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

1. You keep people informed of plans and developments.
2. You clearly agree what is expected of others and hold them to account.
3. You take repeated or different actions to overcome obstacles and respond positively and creatively to setbacks.
4. You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes.
5. You monitor the quality of work and progress against plans and take appropriate corrective action, where necessary.
6. You focus personal attention on specific details that are critical to achieving successful results.
7. You identify systemic issues and trends and recognise their impact upon current and future work.
8. You take opportunities when they arise to achieve longer-term aims.

KNOWLEDGE AND UNDERSTANDING

You need to know and understand the following:

General knowledge and understanding

1. Principles and models of effective process management.
2. How to define business processes.
3. Types of business process measures and how to assess their suitability.
4. How to ensure processes and resources are sustainable and effective in their use, and the importance of doing so.
5. The difference between process outputs and outcomes.
6. How to assess process changes for risk and reward against their potential investment cost.
7. How to carry out cost and benefit analysis.
8. Types of analytical and problem-solving tools that you can use when developing business processes.
9. How to measure the effect of changes in the business process.

Industry/sector specific knowledge and understanding

1. The sector and market in which your organisation works.
2. Relevant sector trends, developments and competitor performance that affect your business processes.

Context specific knowledge and understanding

1. Your organisation's aims and goals.
2. Your organisation's structure, values and culture.
3. How your organisation adds value through delivering its products, services and processes.
4. The needs of your actual and potential customers and other key stakeholders.
5. Your organisation's products, services and processes and the interdependencies between them.
6. Measures of process performance that are relevant to your organisation.