## TSC Category
Planning and Implementation

## TSC
Organisational Strategy Formulation

## TSC Description
Develop and refine strategic directions, goals and business targets in alignment with organisation’s vision, mission and value statements

<table>
<thead>
<tr>
<th>TSC Proficiency Description</th>
<th>Level 1</th>
<th>Level 2</th>
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<th>Level 5</th>
<th>Level 6</th>
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</thead>
<tbody>
<tr>
<td>Knowledge</td>
<td>Review internal and external influencing factors that impact organisational strategy, manage and evaluate organisational target setting to develop solutions, provide feedback and close gaps</td>
<td>Develop, evaluate and refine strategic directions, goals and business targets to achieve organisation’s vision, mission and value statements</td>
<td>Identify, establish and endorse strategic directions, goals and business targets to ensure alignment with organisation’s vision, mission and value statements</td>
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### Knowledge
- Processes to develop organisational strategies and policies
- Impact of internal and external influencing factors
- Environmental factors that affect business operations
- Strategic objectives of organisation
- Types of functional performance drivers
- Objectives of strategic plans
- Types of strategic risks

### Abilities
- Monitor, examine and provide feedback on internal and external influencing factors to support organisational strategy formulation
- Identify strategic needs of organisation to enhance functional performance
- Align team targets with functional plans to

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| support achievement of strategic needs of the organisation and functions | stakeholders | strategies |
| Develop solutions and plans to close gaps | • Analyse impact of internal and external influencing factors on organisational strategies and policies | • Establish alignment of organisational strategies and targets with organisational vision, mission and values to support achievement of strategic needs of the organisation |
| Review and refine team targets for endorsement purposes | • Identify strategic needs of organisation to enhance functional performance | • Review and refine organisational strategies and targets for endorsement purposes |
| Establish functional plans that contribute to organisational strategies | • Establish functional plans that contribute to organisational strategies |
| Review and refine functional targets for endorsement purposes | • Review and refine organisational strategies and targets for endorsement purposes |