



Australian Government

Department of Education, Employment and Workplace Relations

SFILEAD502C Shape strategic thinking

Release: 1

SFILEAD502C Shape strategic thinking

Modification History

Not Applicable

Unit Descriptor

Unit descriptor	<p>Thus unit of competency deals with the capability of the strategic leader to shape and champion the industry's goals and translate these into practical terms that can be widely understood both in the industry and wider community.</p> <p>No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.</p>
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Application of the Unit

Application of the unit	<p>This unit has application for the development of industry leaders involved in strategic management of the seafood industry. This unit is one of seven strategic leadership units at Diploma level. The strategic leadership units are undertaken as a group and are listed as a Skill Set in the SFI10 Seafood Industry Training Package.</p>
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Licensing/Regulatory Information

Refer to Unit Descriptor

Pre-Requisites

Prerequisite units		

Employability Skills Information

Employability skills	This unit contains employability skills.
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Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.
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Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Establish and refine goals and directions for the industry	<p>1.1. Historical patterns of thinking are reviewed when considering <i>strategic issues</i> and canvassing realistic alternative outlooks.</p> <p>1.2. Strengths, weaknesses, opportunities and threats are considered when developing new ideas, approaches, goals and directions.</p> <p>1.3. Ownership of industry goals and directions is built by seeking a shared vision and communicating it clearly to <i>stakeholders</i> and the community.</p>
2. Develop practical strategies to achieve goals	<p>2.1. Alternative strategies for reaching goals are canvassed with all stakeholders.</p> <p>2.2. The merits of each strategy are assessed in anticipation of likely obstacles, potential winners and losers, constraints and overall industry benefits.</p> <p>2.3. Opinion leaders, decision makers and action takers are identified and their potential inputs assessed.</p> <p>2.4. <i>Decisions</i> about strategies are made after careful consideration of all relevant information.</p> <p>2.5. An <i>action plan</i> is developed that sets out the tactics, resource implications, timeframes, responsibilities of those involved and review points.</p> <p>2.6. Support for strategies is developed by follow-up, lobbying, explaining plans to stakeholders and through seeking shared decision making.</p>

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE
This section describes the skills and knowledge required for this unit.
Required skills
<ul style="list-style-type: none"> • assessing a range of alternatives rather than choosing the easiest option • achieving credibility for the vision and ownership • communicating industry visions and directions to stakeholders • critically analysing information, summarising and making sense of key issues • developing solutions and practical strategies which are 'outside the box' • explaining complex ideas to a range of audiences

REQUIRED SKILLS AND KNOWLEDGE

- identifying changing circumstances and the need to challenge current industry positions
- interpreting complex information, such as legislation, regulations, business plans, budgets, fisheries and other research data
- negotiating for consensus or compromise.

Required knowledge

- government and parliamentary processes
- impact of change on individuals, groups, organisations and industry
- political context, including parties, platforms and processes
- policy development and budget processes at commonwealth, state, territory and local level
- relevant developments in other industries
- relevant international treaties and agreements, legislation and regulations
- strategies for consulting and gaining support for industry positions.

Evidence Guide

EVIDENCE GUIDE	
<p>The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.</p>	
Overview of assessment	
Critical aspects for assessment evidence required to demonstrate competence in this unit	<p>Assessment must confirm the ability to:</p> <ul style="list-style-type: none"> • analyse long-term trends to identify the need to change current industry policy or procedures • assess the implications of a particular course of action on other stakeholders and interests • challenge traditional thinking and solutions and seek proactive approaches • develop and promote practical action plans and strategies to achieve the industry's vision and goals • evaluate potential outcomes of strategies for achieving industry goals • identify current best practice in other industries and organisations both within Australia and overseas • identify opportunities for beneficial change • take a broad industry view that goes beyond sectors, organisations and individuals.
Context of and specific resources for assessment	<p>Assessment is to be conducted in the workplace and in a simulated work environment.</p>
Method of assessment	<p>The following assessment methods are suggested:</p> <ul style="list-style-type: none"> • feedback from stakeholders about the candidate's contribution to strategic planning in the industry or organisation • review of articles, reports, advice and other industry information written by the candidate • review of a project that describes the candidate's research and analysis of a strategic issue.
Guidance information for assessment	<p>This unit may be assessed holistically with other SFILEAD (leadership) units within a Skill Set or qualification.</p>

Range Statement

RANGE STATEMENT

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.

<p><i>Strategic issues</i> may include:</p>	<ul style="list-style-type: none"> • animal welfare • business continuity and succession • community perceptions of industry • environmental protection and environmental management • genetic modification issues • industry and ecosystem co-management and self-management approaches • marine and coastal parks, and protected areas • native title, land claim legislation and resource access, and traditional fishing • new developments, including technological change, new species or products, legislative and fisheries or aquaculture management changes, debate of proposed policies and other political issues, and issues of research findings • marketing, including value adding and World Trade Organisation issues • recreational and commercial balance • resource access security • resource sustainability • safe food and quality assurance • skills development, including competency standards, training and assessment • stakeholder perceptions of industry • third-party certification • wild catch versus aquaculture.
<p><i>Stakeholder</i> may include:</p>	<ul style="list-style-type: none"> • Austrade and Department of Foreign Affairs • certification or accreditation bodies and third-party auditors • commercial fishing or aquatic groups • community representatives, local land holders and residents • conservation and environmental organisations,

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- such as the Nature Conservation Council and the World Wide Fund for Nature
- current and potential customers, clients and suppliers
 - cooperatives, marketing bodies and associations
 - ecosystem or resource management committees or advisory groups, including Management Advisory Committees (MACs), catchment management groups, Landcare, Bushcare, Coastcare and Seacare
 - employer, company directors and other professional associations
 - export promotion agencies, such as the Exporters Club
 - government funding providers
 - Indigenous seafood or resource management groups and traditional fishing groups/cooperatives
 - media
 - ornamental, aquarium and other hobby groups
 - political organisations, politicians and ministerial advisors
 - professional, industry and state representative bodies, including Seafood Experience Australia, National Aquaculture Council, Commonwealth Fisheries Association and Seafood Services Australia
 - relevant ministries, government departments (federal, state or territory and local) and other regulation authorities, such as Department of Agriculture, Forestry and Fisheries, Australian Fisheries Management Authority, Australian Aquaculture Inspection Service
 - research organisations, such as Australian Bureau of Agricultural Resource Economics and the Bureau of Rural Sciences
 - schools, registered training organisations (RTOs) and industry training centres, AgriFood Skills Australia Standing Committee and industry training advisory bodies (ITABs)
 - statutory authorities, such as the Fisheries Research and Development Corporation
 - surfing, recreational fishing and boating groups

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	<ul style="list-style-type: none"> • unions.
Basis for <i>decision</i> making may include:	<ul style="list-style-type: none"> • business case, including cost-benefit, profitability and customer satisfaction • current assets and additional capital required • ecological and economic sustainability of resources • ecosystem management approach • funding availability • industry ownership, sponsorship and cooperation • legality, compliance and probity • links with government policies, industry and organisational goals • market capability, maturity, strength and opportunity • political impact and stakeholder support • public interest • risk management.
<i>Action plans</i> may include:	<ul style="list-style-type: none"> • action steps and responsibilities of individuals • objectives and outcomes • resource requirements and budget • review points • tactics and strategies to achieve objectives • timetable for activities.

Unit Sector(s)

Unit sector	Leadership
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Co-requisite units

Co-requisite units	

Competency field

Competency field	
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