# Business situation analysis BUSA

Investigating business situations to define recommendations for improvement action.

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| **Guidance Notes:**  Activities may include, but are not limited to:   * planning for business situation analysis * establishing the investigative approach * engaging with relevant stakeholders * reviewing the strategic context, including the organisation’s vision, mission, objectives, strategy and tactics and external business environment * defining problems and analysing root causes * identifying potential changes to address problems or to take advantage of opportunities * gaining agreement to conclusions and recommendations. |

## Level 2

Assists in the investigation of business situations to support the identification and analysis of problems and opportunities under routine supervision.   
Helps collect and organise data and information to support recommendations.

## Level 3

Investigates straightforward business situations to identify and analyse problems and opportunities.   
Contributes to the recommendation of improvements.   
Follows agreed standards and techniques to investigate, analyse and document business situations.   
Engages with stakeholders under direction.

## Level 4

Investigates business situations where there is some complexity and ambiguity.   
Adopts holistic view to identify and analyse problems and opportunities.   
Contributes to the selection of the approach and techniques to be used for business situation analysis.   
Conducts root cause analysis and identifies recommendations for improvements. Engages and collaborates with operational stakeholders.

## Level 5

Plans, manages and investigates business situation analysis where there is significant ambiguity and complexity.   
Advises on the approach and techniques to be used for business situation analysis. Ensures holistic view adopted to identify and analyse wide-ranging problems and opportunities.   
Engages and collaborates with a wide range of stakeholders, including those at the management level. Gains agreement from stakeholders to conclusions and recommendations.   
Contributes to definition of organisational standards and guidelines for business situation analysis.

## Level 6

Initiates and leads business situation analysis where there is extensive ambiguity, complexity and potentially significant organisational impacts.   
Establishes and promotes the need for holistic business situation analysis prior to change programme initiation.   
Engages with stakeholders at executive level and advises on recommended change initiatives.   
Defines organisational policies, standards and techniques for business situation analysis.