

**SKILLS FRAMEWORK FOR RETAIL  
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

<b>TSC Category</b>	Leadership and People Management					
<b>TSC</b>	Organisational Vision, Mission and Values Formulation					
<b>TSC Description</b>	Formulate and refine organisational vision, mission and values through assessing internal capabilities, external environment and industry landscape					
<b>TSC Proficiency Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>	<b>Level 6</b>
				<b>RET-LPM-4001-1.1</b>	<b>RET-LPM-5001-1.1</b>	<b>RET-LPM-6001-1.1</b>
				Review organisational values to support the vision and mission statements, manage changes or refinements to vision or mission statements as required and gain support for strategic planning processes from all relevant stakeholders	Contribute to the formulation of organisation's vision, mission and values and monitor internal capabilities, external environment and industry landscape to support refinement of organisational statements	Formulate and communicate organisation's vision, mission and values through the assessment of internal capabilities, external environment and industry landscape
<b>Knowledge</b>				<ul style="list-style-type: none"> <li>• Communication methods to cascade organisational vision, mission and values to teams</li> <li>• Characteristics of an effective vision statement</li> <li>• Characteristics of an effective mission statement</li> <li>• Importance of internalising the organisational vision, mission, values and leading by example</li> <li>• Objectives of cascading organisational vision, mission and values through the organisation</li> <li>• Stakeholders relationships management</li> </ul>	<ul style="list-style-type: none"> <li>• Organisational vision, mission and values</li> <li>• Communication methods and plans</li> <li>• Objectives of cascading organisational vision, mission and values through the organisation</li> <li>• Characteristics of an effective vision statement</li> <li>• Characteristics of an effective mission statement</li> <li>• Relevant stakeholders in communication</li> <li>• Importance of internalising the organisational vision, mission, values and leading by example</li> </ul>	<ul style="list-style-type: none"> <li>• Qualitative analysis methods to obtain information on organisational vision, mission and values</li> <li>• Primary and secondary organisational research information</li> <li>• Research techniques for benchmarking</li> <li>• Characteristics of an effective vision statement</li> <li>• Characteristics of an effective mission statement</li> <li>• Objectives of cascading organisational vision, mission and values</li> <li>• Relevant stakeholders in formulating and communicating organisational vision, mission and values</li> <li>• Communication platforms and channels to disseminate vision, mission and values information</li> </ul>
<b>Abilities</b>				<ul style="list-style-type: none"> <li>• Consult and communicate with relevant stakeholders effectively to confirm or</li> </ul>	<ul style="list-style-type: none"> <li>• Contribute to the formulation of organisational vision,</li> </ul>	<ul style="list-style-type: none"> <li>• Assess organisational capabilities and review environmental scan</li> </ul>

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				<p>revise the organisation's mission, vision and values</p> <ul style="list-style-type: none"> <li>• Validate and review findings of research and analysis to redefine organisational vision, mission and values</li> <li>• Develop communication plans and messages</li> <li>• Obtain inputs of strategic plans to enhance communication of organisational vision, mission and values</li> <li>• Implement plans and activities to reinforce organisational vision, mission and values</li> </ul>	<p>mission and values in consultation with senior management</p> <ul style="list-style-type: none"> <li>• Cascade organisational vision, mission and values in accordance with communication strategies</li> <li>• Monitor and evaluate outcomes of communication and effectiveness of communication platforms and channels in disseminating messages</li> <li>• Evaluate and refine communication strategies to enhance communication of organisational vision, mission and values</li> </ul>	<p>findings to determine organisational brand and competitive positioning in consultation with relevant stakeholders</p> <ul style="list-style-type: none"> <li>• Benchmark organisational capabilities against industry counterparts to determine sources of competitive advantage</li> <li>• Review organisational strategic directions and ensure alignment to strategic needs of the organisation</li> <li>• Formulate organisational vision, mission and values taking into consideration organisational research information</li> <li>• Articulate and communicate organisational vision, mission and values through individual actions to garner buy-in from the organisation</li> <li>• Review and refine organisational vision, mission and values on a regular basis to cascade throughout the organisation</li> </ul>
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