



ACCA

**Strategic Business Leader
(SBL)**

Pocket Notes

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Introduction to the SBL exam

In this chapter

- Overview.
- Being a leader.
- Thinking strategically.
- Communication.
- Commercial acumen.
- Analysis.
- Scepticism.
- Evaluation.

Overview



Being a leader

As a leader, you are expected to be able to analyse a business situation and provide and implement appropriate, effective and sustainable solutions.

This means that you can

- be clear and focussed, identifying the key issues in any situation
- analyse and address ethical concerns
- use technical models and quantitative analysis to draw out key issues, establish causality and integrate a wide range of factors into a coherent argument
- make recommendations that meet the needs of users and are 'fit for purpose'.

Thinking strategically

Having a strategic perspective means that you can do the following:

- Take a **long term** perspective.
- Look at the **whole organisation** as well as individual products /divisions / SBUs.
- Set the direction of the whole organisation and **integrate** its activities.
- Consider the views of **all stakeholders**, not just shareholders.
- Analyse the organisation's **resources** and define resource requirements.
- Relate the organisation to its **environments**.
- Look at gaining a sustainable **competitive advantage**.

Communication

Syllabus spec

- (a) **Inform** concisely, objectively, and unambiguously, while being sensitive to cultural differences, using appropriate media and technology.
- (b) **Persuade** using compelling and logical arguments demonstrating the ability to counter argue when appropriate.
- (c) **Clarify** and simplify complex issues to convey relevant information in a way that adopts an appropriate tone and is easily understood by the intended audience.

In summary, this means you have to express yourself clearly and convincingly through the appropriate medium while being sensitive to the needs of the intended audience.

Commercial acumen

Syllabus spec

- (a) **Demonstrate awareness** of organisational and wider external factors affecting the work of an individual or a team in contributing to the wider organisational objectives.
- (b) **Use judgement** to identify key issues in determining how to address or resolve problems and in proposing and recommending the solutions to be implemented.
- (c) **Show insight and perception** in understanding work-related and organisational issues, including the management of conflict, demonstrating acumen in arriving at appropriate solutions or outcomes.

In summary, this means you have to show awareness of the wider business and external factors affecting business, using commercially sound judgement and insight to resolve issues and exploit opportunities.



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