

Activity 3.1 Part A and B—Student Instructions

Small Business Senior Leader Roles and Responsibilities

As a Small Business Senior Leader, it is incumbent on you to understand how your functional area and organizational chain align, so that you are following the authorities that govern your functional activities while you are supporting your organizational mission.

Purpose:

Analyze the alignment of your functional area and organizational chain to determine how they impact your Office of Small Business Programs (OSBP) activities.

Scenario:

You are new to your job as the director of your organization's OSBP. There are many activities you are engaged in as you acclimate to your new position. You recognize the importance of understanding how your OSBP fits into the small business mission and the organizational mission. To accomplish this task, you begin by reviewing and analyzing the key authorities and mission statements that govern your functional area and organizational chain to ensure that you are meeting your functional requirements while supporting your organizational mission. As part of this process, you identify critical stakeholders with whom you should meet. You then examine how your functional area aligns with your organizational chain, and note any inconsistencies that need to be addressed.

Instructions:

Part A: Analyzing Your Functional Area

For this part of the activity, you will work individually to analyze the authorities and functional missions to determine how your OSBP fits into the small business functional area.

1. Use the Internet for your research to:
 - Identify and review at least three authorities that govern your small business functional area. This may include policies/directives and organization charts.
 - Review the mission statement(s) for the offices within your small business functional area.
2. Use stakeholder mapping to identify small business senior-level leaders with whom to meet, set objectives for the meetings, and identify constraints and ways to manage them. Explore ways you can apply Cialdini's Principles of Persuasion to help achieve your desired results.
3. Synthesize your findings and complete the worksheet below.

Activity 3.1, Part A—Student Worksheet**1. Identify authorities.**

The authorities that govern the functional area, defining things such as functional strategic direction, hierarchical structure, and acquisition guidance or policy.

Questions	Responses
a. Identify at least three authorities and describe how they impact the execution of your small business program.	

2. Review Functional Area Mission Statements.

Mission statements in the functional area (at all levels above and including your OSBP) provide the “how you do what you do” information that forms the basis for how the function operates.

Questions	Responses
a. What objectives do they highlight?	
b. How do they address small business?	
c. Are they consistent, or do they differ from one another in any aspects?	

3. Use Stakeholder Mapping to Identify Senior Leaders in Your Functional Area With Whom To Meet.

This can tell you who has the ability to control, support, or obstruct what you do. Knowing who they are and what is important to them is imperative for your OSBP to operate.

Questions	Responses
a. What are your desired outcomes for these discussions?	

Questions	Responses
b. What information, if any, will you exchange during this process?	
c. How could you use Cialdini's Principles of Persuasion to achieve your desired outcomes?	

Instructions:**Part B: Analyzing Your Organizational Chain**

For this part of the activity, you will work individually to analyze the authorities and organizational missions to determine how your OSBP fits into your organizational chain.

- a. Use the Internet for your research to:
 - Identify and review at least three authorities that govern your organizational chain. This may include policies/directives and organization charts.
 - Review the mission statements for the offices within your organizational chain. This may include customer and stakeholder offices.
- b. Use stakeholder mapping to identify organizational senior-level leaders with whom to meet, set objectives for the meetings, and identify constraints and ways to manage them. Explore ways you can apply Cialdini's Principles of Persuasion to help achieve your desired results.
- c. Synthesize your findings and complete the worksheet below.

Activity 3.1, Part B: Understanding Your Organizational Chain— Student Worksheet

1. Identify authorities.

The authorities that govern the organizational chain, defining things such as organizational strategic direction, hierarchical structure, and acquisition guidance and/or policy.

Questions	Responses
a. Identify at least three authorities and describe how they impact the execution of your small business program.	

2. Review Organizational Chain Mission Statements.

Mission statements in the organizational chain (at all levels above and including your OSBP) provide the “how you do what you do” information that forms the basis for how the organization operates. It also helps you identify the Commander’s Intent.

Example:

- U.S. Navy
- Navy Space and Naval Warfare Systems Command (SPAWAR)
- SPAWAR Atlantic

Questions	Responses
a. What objectives do the mission statements highlight?	
b. How do they address small business?	
c. Are they consistent or do they differ from one another in any aspects?	

3. Use Stakeholder Mapping to Identify Senior Organizational Leaders and Senior Staff/Colleagues to Meet.

This can tell you who has the ability to control, support, or obstruct what you do. Knowing who they are and what is important to them is imperative for your OSBP to operate.

Questions	Responses
a. What are your desired outcomes from these discussions?	
b. What information, if any, will you exchange?	
c. How could you use Cialdini's Principles of Persuasion to achieve your desired outcomes?	