
Overview

This standard is about reflecting and drawing upon your own experiences and expertise to assist the client in moving from opportunity to action. It requires you to clarify what the client is looking to achieve, explain issues and concepts related to moving from opportunity to action and ensure that you recognise the limits of your own experiences and expertise.

For the purposes of this standard, business support refers to assistance which is received from individuals or organisations outside of the business, related to a specific business problem or opportunity and/or development of the business. Enterprise support refers to assistance which is received by individuals considering starting their own business. A 'business' can mean an independent entity such as a private sector business, a social enterprise, a charitable or voluntary organisation, or a significant operating unit, with a relative degree of autonomy, within a larger organisation. It can also refer to a formal partnership where two or more businesses are working together towards common goals.

This standard is recommended for individuals and organisations providing assistance to support the development of individuals considering starting their own business and existing businesses, either on a voluntary or commercial basis.

**Performance
criteria**

- You must be able to:
- P1 encourage the client to explain clearly what they want to achieve from considering starting their own business or developing the business
 - P2 identify what is needed and expected from you as a source of support
 - P3 communicate what you can deliver to support the client in moving from opportunity to action
 - P4 use your experience and knowledge in the most appropriate way to help the client in moving from opportunity to action
 - P5 explain issues and concepts in your area of expertise in a way that the client can use in moving from opportunity to action
 - P6 identify and recognise when the relationship with the client is going well
 - P7 identify when the relationship with the client is not working and take appropriate action
 - P8 identify when the needs and requirements of the client are outside your experiences and area of expertise
 - P9 work with the client to introduce others when your experiences and expertise are unable to address the needs and requirements of the client

Knowledge and understanding

Interpersonal and communication skills

You need to know and understand:

- K1 how to use effective interpersonal and communication skills, including, when appropriate:
- K1.1 listening fully and attentively
 - K1.2 questioning
 - K1.3 checking accuracy
 - K1.4 summarising
 - K1.5 reflecting back
 - K1.6 challenging
 - K1.7 respecting and acknowledging issues
 - K1.8 negotiation
 - K1.9 giving, receiving and passing on constructive feedback
 - K1.10 dealing with difficulties
- K2 the advantages and disadvantages of different kinds of communication in different circumstances
- K3 how new ideas may challenge the client's and your thinking

Work with others

You need to know and understand:

- K4 how to set clear expectations of what the client and you anticipate to achieve from the relationship
- K5 how to take account of:
- K5.1 the boundaries of the relationship between you and the client you are working with
 - K5.2 the limitations of your role and responsibilities as a source of support
 - K5.3 the different ways people like to work
- K6 how and when it is appropriate to review progress with the client

Reflect on your own experience and expertise

You need to know and understand:

- K7 the aspects of your experience that can add value to the advice and guidance you offer to individuals considering starting their own business and/or existing

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- businesses
- K8 the limits of your own knowledge, experience and expertise
 - K9 how to recognise when the client you are working with requires more specialist personal and/or business advice and guidance
 - K10 when and where to access additional sources of support to address specific needs and requirements of the client
 - K11 the sources of support for your ongoing professional development

Additional information

Behaviours:

- 1 tailor your approach to align with the goals and circumstances of the client
- 2 respect the client's need for information, commitment and confidentiality
- 3 gain respect of the client by operating in a professional and credible manner
- 4 develop cooperation by considering the perspective of others
- 5 handle disagreements or resistance constructively and fairly
- 6 apply experience and expertise effectively, yet be open to exploring new ideas
- 7 identify the key "how to's" which need to be addressed by the client
- 8 listen and respond effectively, and check understanding
- 9 have a rigorous but impartial questioning style
- 10 adapt your personal style to empathise with a whole range of clients
- 11 build and maintain rapport over sustained periods
- 12 invite a two-way exchange of information and feedback with the client and others

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