
Overview

This standard is about developing the client's autonomy so that they can act for themselves in moving from opportunity to action. It requires you to challenge and facilitate the client to develop new ways of working on their business opportunity and invest in developing learning and skills to build their commitment to action. It also requires you to be able to adopt an appropriate mode of intervention when you are working with the client.

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 work with the client to identify their:
 - P1.1 personal and business development aspirations
 - P1.2 style of learning
 - P1.3 obstacles and stated and unstated objections to changing their ways of working or doing business
 - P1.4 levels of self-efficacy
 - P2 where appropriate, challenge the objections of the client to change in terms of personal and/or business development
 - P3 work with the client to identify the know-how that would enable them to develop new opportunities for the business and/or new ways of working
 - P4 agree with the client the ways of learning that will be effective in moving from opportunity to action
 - P5 use a mode of intervention that will be effective for the client at each stage of the relationship
 - P6 use appropriate ways of learning and consulting when providing business and enterprise support services to the client
 - P7 support the clients' access to resources that will assist them in moving from opportunity to action
 - P8 help the client to resolve personal and interpersonal issues that might otherwise be obstacles to change at a personal and/or business development level
 - P9 question the client to assist them in reflecting on the level of confidence in their own abilities
 - P10 encourage and reinforce the client in putting any identified changes into action by providing feedback

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

Support relationships

You need to know and understand:

- K4 you need to understand and take account of:
- K4.1 the conditions for accepting the client onto different programmes of business and enterprise support
 - K4.2 the benefits and challenges of working in different physical locations
 - K4.3 the boundaries of the relationship between you and the client
 - K4.4 the ways that different clients prefer to work
 - K4.5 the limitations of your role and responsibilities
 - K4.6 any relevant contractual obligations
- K5 the limits of your own abilities and understanding of business practice

Provide support services

You need to know

- K6 how to respond to the client's values, ways of thinking and personal and/or

and understand: business development needs

Support client development

You need to know
and understand:

- K7 how to identify and address the effects that low confidence, poor work discipline or self imposed limiting beliefs can have on the client in moving from opportunity to action
- K8 how to identify and deal with the effects that gender, race, age, disability and sexual orientation can have on the client moving from opportunity to action
- K9 how to identify and deal with the effects that a reliance on benefits and/or working around dependents can have on the client moving from opportunity to action
- K10 how to develop the client's self-confidence
- K11 how to work with the client to help them to develop skills that will improve their ability to compete with other businesses
- K12 the type of organisations who can provide advice and guidance on employment and welfare support
- K13 the theories and application of learning styles including Kolb's learning cycle
- K14 what influences and obstacles there may be on changing personal working or business practices
- K15 the principles and practices of different modes of consulting

Additional information

Behaviours:

- 1 recognise the opportunities presented by the diversity of people
- 2 seek to understand the needs and motivations of the client
- 3 tailor your approach to align with the goals and circumstances of the client
- 4 gain respect by operating in a professional and credible manner
- 5 handle disagreements or resistance constructively and fairly
- 6 remain positive and maintain the relationship with a client despite setbacks, changes or ambiguities
- 7 act within the limits of your authority
- 8 show integrity, fairness and consistency in decision making
- 9 achieve results through the guided actions of others
- 10 ask for support from specialists when you are not sure what to do

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