
Overview

This standard is about enabling the client to develop achievable action plans to make changes to the identified business opportunity and to access any additional support and resources that may be required to implement the changes. It requires you to review the plan or strategy for addressing the business opportunity, agree your role in working with the client to implement changes and identify actions required to be undertaken by the client to address areas for personal or business development.

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 evaluate the client's readiness to implement changes to the identified business opportunity
 - P2 work with the client to develop the necessary commitment to implement changes to the identified business opportunity
 - P3 identify the client's stated or unstated objections to change and propose alternative perspectives
 - P4 encourage the client to recognise the benefits of change to personal and/or business development
 - P5 work with the client to prioritise specific actions against personal and business objectives
 - P6 support the client to reflect on what may be involved in achieving the results they would like in moving from opportunity to action
 - P7 help the client identify others who can help to implement changes to the identified business opportunity
 - P8 clarify how you will work with the client to support them in gaining access to any additional support and resources needed to implement changes to the identified business opportunity
 - P9 encourage the client to develop and evaluate a programme of action including:
 - P9.1 setting goals for the near and mid-term
 - P9.2 identifying actions and timescales
 - P9.3 identifying what resources will be needed, where they will come from and how they will be used
 - P9.4 assigning roles and responsibilities
 - P9.5 managing risks
 - P9.6 monitoring performance
 - P10 agree with the client the role that you will play in supporting the programme of action
 - P11 encourage the client to consult with and get buy-in from other stakeholders who will be involved in the programme of action
 - P12 monitor the implementation of the programme of action with the client and, where appropriate, support them in dealing with contingencies and re-planning

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 client development

You need to know and understand:

- K4 how to judge the readiness and commitment of the client to making changes to the identified business opportunity
- K5 how to combine and co-ordinate other sources of support which may assist the client in moving from opportunity to action
- K6 why it is important to understand the client's values, ways of thinking and personal and/or business needs
- K7 the advantages and disadvantages of different ways of developing the client's self-confidence and self-efficacy
- K8 how to assist the client's decision making in a way which promotes their autonomy
- K9 methods for working with the client to review and develop skills that will improve their ability to implement change effectively
- K10 how to delegate effectively

Provide support services

You need to know
and understand:

- K11 the dynamics of business and enterprise support relationships and interdependencies in networks
- K12 the limits of your own skills and knowledge
- K13 the guidelines for providing business and enterprise support, where appropriate, set by your organisation or professional body including:
 - K13.1 maintaining confidentiality in different working environments
 - K13.2 ethics, values and professional standards
 - K13.3 equal opportunities, diversity and social inclusion
 - K13.4 different types of advice and guidance which can be accessed by a client
 - K13.5 using information management systems
 - K13.6 procedures for quality assurance and handling complaints
- K14 the features and benefits of the support you provide and those of any other support services that you may direct the client to

Problem-solving

You need to know
and understand:

- K15 how to solve business problems, by:
 - K15.1 identifying possible challenges and opportunities
 - K15.2 monitoring and evaluating progress
 - K15.3 evaluating the advantages and disadvantages of different decisions
- K16 how to generate options which are appropriate to the personal and business context of the client
- K17 how to challenge the client in overcoming obstacles and barriers to the implementation of change
- K18 why it is important to support the client in dealing with problems and difficulties that may exist in achieving solutions

Action planning

You need to know
and understand:

- K19 how to enable the client to plan, set objectives and decide what is important
- K20 the ways of working with the client in identifying and considering alternative

ways of implementing change

K21 the tools which can be used by the client to assess risk-benefit comparisons

K22 how to engage the client with contingency planning and risk assessment

K23 what may be involved in achieving the results the client would like to see

Additional information

Behaviours:

- 1 respect the client's need for information, commitment and confidentiality
- 2 engender co-operation by considering the perspective of others
- 3 apply your experience and expertise effectively, yet being open to exploring new ideas
- 4 think strategically, taking a holistic view of the way forward
- 5 effectively link objectives and actions to an overall strategy
- 6 prioritise and schedule to ensure optimum use of time and resource
- 7 recognise when plans and programmes of action need to be adapted and act accordingly
- 8 remain positive and maintaining effort despite setbacks, changes or ambiguities
- 9 achieve results through empowering the client
- 10 act within the limits of your authority
- 11 show integrity, fairness and consistency in decision making

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