
Overview

This standard is about developing and using personal networks and relationships to help you in providing a wide range of information, support and resources that will support the client in moving from opportunity to action. It requires you to review your own networks and networking activity, identify how your networks and relationships can add value to the personal and business development of the client and facilitate introductions between clients that have had similar experiences in moving from opportunity to action.

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 proactively seek opportunities to make new contacts using formal and informal methods
 - P2 contribute to your networks in a way that builds their confidence in you as a source of trusted and responsible support
 - P3 ask your networks for information, resources and contact that will benefit your clients
 - P4 ensure your networks understand your need for information, resources and further contacts
 - P5 evaluate how new networks and relationships can add value to the service provided to your clients, now and in the future
 - P6 review the opportunities, costs and benefits with developing new networks and relationships
 - P7 maintain ways of working with your networks and relationships that follow any guidelines set by your organisation
 - P8 identify providers of support services in the public, private and third sector that will meet the needs of your clients
 - P9 establish boundaries of confidentiality between yourself and members of your personal networks and relationships
 - P10 draw upon the experience and expertise of your networks to add value to the service you provide to your clients
 - P11 direct clients to use your networks to increase the business opportunities open to them
 - P12 identify ways to improve the quality of information you obtain from your networks and relationships
 - P13 keep up to date with developments amongst your networks and relationships and the implications for ways of working with them
 - P14 monitor the advice and guidance provided by other organisations to identify opportunities to enhance the services you provide

Knowledge and understanding

Interpersonal and communication skills

You need to know and understand:

- K1 how to listen and question
- K2 how to exchange information
- K3 why it is important to maintain client confidentiality
- K4 the interests and skills amongst networks and the preferred ways of working with you
- K5 how new ideas may challenge your thinking

Networks and networking

You need to know and understand:

- K6 what is the importance of networks and networking in providing support services
- K7 how to build personal contacts and form networks:
 - K7.1 formally including joining specialist groups or associations, business networking organisations or by contact with other business support services
 - K7.2 informally including at a conference or through on-line discussion forums
- K8 the techniques by which to maintain relationships and networking activity
- K9 ways by which to identify local networking opportunities and any gaps in the context of the needs of your clients
- K10 how to identify people and organisations that have the potential to benefit you and your clients
- K11 the guidelines for providing business and enterprise support services to the client set by your organisation and/or professional body including:
 - K11.1 maintaining confidentiality in different working environments
 - K11.2 ethics, values and professional standards
 - K11.3 equal opportunities, diversity and social inclusion
 - K11.4 using information management systems

Evaluate networks and networking

You need to know
and understand:

- K12 how to formally and informally monitor the value of your own networks and relationships
- K13 the ways by which to compare the service provided by you with other support providers
- K14 the methods for evaluating customer satisfaction in relation to your referrals

Additional information

Behaviours:

- 1 develop co-operation by considering the perspective of others
- 2 build and maintain rapport over sustained periods
- 3 invite a two-way exchange of information and feedback with the client and others
- 4 try out new ways of working with others
- 5 identify people's information needs
- 6 seek to understand people's needs and motivations
- 7 comply with, and ensure that others comply with, legal requirements, industry regulations, organisational policies and professional codes

Developed by	Skills CFA
Version number	2
Date approved	November 2013
Indicative review date	November 2016
Validity	Current
Status	Original
Originating organisation	SFEDI
Original URN	CFABS5
Relevant occupations	Higher education teaching professionals; Further education teaching professionals; Chartered and certified accountants; Management consultants and business analysts; Business and financial project management professionals; Business and related research professionals; Finance and investment analysts and advisers; Vocational and industrial trainers and instructors
Suite	Business and Enterprise Support (2013)
Key words	business; enterprise; support; clients; awareness; engagement; networks; relationships; trust