
Overview

This standard is about delivering practical and developmental enterprise training that meets the needs of the client. It complements other national occupational standards related to training by outlining the skills and knowledge that are needed to be effective when training individuals considering starting their own business and/or existing business owner-managers. It requires you to create an environment in which people can develop and learn, deliver content which meets the needs of the client and introduce the client to other sources of support to add value to the training experience.

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 communicate your experience of working with individuals considering starting their own business and/or owner-managers of small businesses
 - P2 show an understanding of the situation of people who you are working with, including the business opportunities, their business model, the market, the people and the internal and external influences
 - P3 deliver training that is up to date, relevant and adds value at a practical level, to the people who you are working with
 - P4 use examples about your own, and other appropriate, experiences with which the people who you are working with can identify
 - P5 empathise with the problems and opportunities encountered by the people who you are working with
 - P6 build solutions into the training experience to assist in addressing identified problems and opportunities
 - P7 adapt the structure, content and approaches to delivery during the training experience
 - P8 deliver training in a way that motivates the people who you are working with, to move from opportunity to action
 - P9 deal with situations with the people which you are working with, where you do not have the appropriate information to respond to questions
 - P10 encourage and challenge at key stages during the training experience
 - P11 create a positive training experience which is welcoming, participative, non-judgemental and 'can-do' focused
 - P12 reflect on when you move into a coaching or mentoring role and adapt your delivery appropriately
 - P13 refer and, where appropriate, introduce the people who you are working with to other individuals or organisations whose services may be helpful to them

Knowledge and understanding

Empathy with enterprise

You need to know and understand:

- K1 the journey into working for yourself
- K2 the day to day pressures and responsibilities associated with running your own business
- K3 the interplay of family and business relationships that small business owner-managers and entrepreneurs may have to deal with
- K4 the different ways that entrepreneurs may think and behave from those in employment

The life world of the small business

You need to know and understand:

- K5 the enterprising skills and knowledge that allow someone to start up, survive and thrive
- K6 the different stages involved in starting a business
- K7 the different functions involved in running a business including the key inter-relationships and the ways in which they affect each other
- K8 how your experience can apply to different types of business and sector
- K9 the current issues and practices related to the topics that you deliver training on

Deliver training to prospective and existing small business owner-managers and entrepreneurs

You need to know and understand:

- K10 the range of issues that enterprise training may need to address including the balance between work and home life, the preconceptions and attitudes of the people who you are working with and business issues
- K11 how to tailor training to suit the needs of individual people
- P14 the strategies which can be used to deal with situations with the people which you are working with, where you do not have the appropriate information to respond to questions
- K12 the benefits of delivering interactive and practical training including using examples, case studies and exercises based around the real needs and

problems of individuals considering starting their own business and/or running a small business

- K13 the value to personal self-esteem and business resilience that can be gained from hearing that other people have experienced the same difficulties and the ways in which they were addressed
- K14 the value in using behaviour associated with coaching and mentoring to support training
- K15 the abilities and skills required to move from training to mentoring and coaching to add value to the training experience
- K16 how to communicate passion and enthusiasm in order to motivate and commit the people who you are working with to action
- K17 the type of language and terminology that is appropriate for individuals wishing to start their own business and/or owners-managers of small businesses
- K18 other professionals who deliver complementary services to yours who have a strong business and enterprise perspective

Improve your performance

You need to know
and understand:

- K19 the boundaries of your expertise and knowledge so that you know when to refer the people you are working with to others
- K20 how to collect and evaluate feedback to improve the training you deliver

Additional information

Behaviours:

- 1 appreciate how a business operates in different sectors
- 2 develop co-operation by considering the perspective of others
- 3 think strategically, takes a holistic view of the way forward
- 4 identify people's information needs
- 5 seek the right information to analyse a situation and draw sound conclusions
- 6 seek to understand people's needs and motivations
- 7 generate justifiable alternatives to solve a problem or reach an outcome
- 8 strive to add value by achieving results in the best way
- 9 develop self to improve performance
- 10 work to turn unexpected events into opportunities rather than threats
- 11 try out new ways of working

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