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## Overview

This standard is about analysing the needs of different stakeholder groups to support the development and delivery of a new enterprise venture. It involves taking a planned and objective approach to identifying the needs of stakeholders, both internal and external to the organisation, unpacking their needs and working through responses to address these needs.

For the purposes of this standard, an 'organisation' can mean an independent entity such as a private sector business, a local authority, 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 organisations are working together towards common goals. A 'venture' refers to an idea for a new activity, development or project which will make a difference to the economic and/or social performance of the organisation. A 'stakeholder' refers to an individual or organisation who can affect or is affected by the achievement of the organisation's objectives.

The standard is recommended for managers and leaders in organisations, particularly at middle and senior levels, who are looking to make a positive, proactive and sustained difference to the organisation, its development and management.

## Performance criteria

- You must be able to:*
- P1 Identify stakeholders, and their needs, that will be critical to delivery of the venture.
  - P2 Identify the influence that internal and external stakeholders can have on the delivery of the venture
  - P3 Consult with stakeholders to analyse their needs in relation to identified enterprise opportunities.
  - P4 Identify any potential conflicts of interest between different groups of stakeholders.
  - P5 Use different ways of testing the viability of the proposed enterprise venture in addressing stakeholder needs.
  - P6 Consult with colleagues to evaluate the current performance of the appropriate teams in the organisation.
  - P7 Seek and make use of advice and guidance from others in the organisation.
  - P8 Review the contribution of the venture to the priorities and goals of the organisation.
  - P9 Identify and resolve different internal and external challenges to addressing needs through the venture.
  - P10 Review acceptance of the venture within the organisation.
  - P11 Identify and review the options for addressing any identified gaps in resources and decide on the best options to follow.

## Knowledge and understanding

*You need to know and understand:*

- K1 Why it is important to identify and understand the needs of colleagues in the organisation.
- K2 How to develop tools to consult with others around the needs of the organisation and key stakeholder groups.
- K3 Ways of analysing the needs of different groups of internal and external stakeholder.
- K4 How to consult with stakeholders to identify their unmet needs, rather than wants, from the organisation.
- K5 How to review and make sense of the current performance of the organisation in engaging with internal and external groups of stakeholders.
- K6 Different stages in the process of analysing needs.
- K7 Sources of internal advice and guidance in making sense of the outcomes from the analysis of identified needs.
- K8 Why it is important to take account of the influences and priorities placed in different parts of the organisation in analysing needs.
- K9 Measures that can be used to review the degree to which needs will be met by the new venture.
- K10 The different types of needs which will be expressed by colleagues and stakeholders of the organisation.
- K11 The influences of the individual members of staff on the needs of the organisation.
- K12 How to understand the impact of different challenges and barriers on implementation of the venture, including resources.

## Behaviours

- 1 Present information clearly, concisely and in ways that promote understanding.
- 2 Check the validity and reliability of information.
- 3 Seek to understand people's needs and motivations.
- 4 Identify patterns or meaning from events and data that are not obviously related.
- 5 Build sense for others from restricted or incomplete data.
- 6 Articulate the assumptions made and risks involved in understanding a situation.
- 7 Produce and test a variety of solutions which are sensitive to the needs of colleagues, before taking a decision.
- 8 Take timely decisions that are realistic for the venture.
- 9 Take decisions in uncertain situations or based on incomplete information when necessary.
- 10 Take and implement difficult and/or unpopular decisions, if necessary.
- 11 Act within the limits of your authority.
- 12 Show integrity, fairness and consistency in decision-making.

## CFAENTI&TA4

Identify stakeholders for an enterprise venture and evaluate their needs

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