
Overview

This standard is about networking with others inside and outside the organisation to ensure development and delivery of an enterprise venture which will make a difference to the economic and social performance of the organisation. This will involve identifying individuals and organisations within your networks, identifying gaps in these networks that will hinder development and delivery of the venture and developing plans and responses to address these gaps.

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 network is used here to describe a group of individuals and/or organisations that work together around a specific activity or task.

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 individuals and organisations within own networks that will add value to the enterprise venture.
 - P2 Assess how to identify individuals and organisations known to colleagues in the organisation who will add value to the enterprise venture.
 - P3 Identify tools to assist in mapping the networks of other colleagues in the organisation.
 - P4 Map your networks and those of others in the organisation.
 - P5 Analyse the outcomes from mapping networks in the organisation in relation to vision and goals for the venture.
 - P6 Review the value of relationships with existing stakeholders of the organisation and ways of building added value for the venture.
 - P7 Assess the preferred outcomes from developing networks and relationships with existing stakeholders in relation to vision and goals for the venture.
 - P8 Ensure that any indicators of effectiveness relating to network and relationship development are clear and concise.
 - P9 Judge the capacity and capability of other colleagues to develop appropriate networks and relationships to support the venture.
 - P10 Identify ways to continually develop new networks to add value to the venture.

Knowledge and understanding

You need to know and understand:

- K1 The differences between a network and networking.
- K2 Why it is important to review own networks as a part of planning the development and delivery of a venture.
- K3 Contribution of networking and developing relationships to the achievement of the vision and goals of the venture.
- K4 Ways of networking with internal colleagues and external stakeholders to support the venture.
- K5 The characteristics of different types of relationships in networks and the advantages and disadvantages of these relationships.
- K6 Techniques for mapping the networks and relationships of colleagues and external stakeholders.
- K7 How to apply mapping techniques to map the networks of colleagues and external stakeholders of the organisation.
- K8 The influences of the health of networks and relationships on the development and delivery of the venture.
- K9 Indicators of the outcomes from networking and relationship development.
- K10 Strategies for developing networks and relationships with colleagues and external stakeholders identified as impacting upon the success of the venture.
- K11 How to consult with colleagues to identify personal and organisational resources which can be used to support networking and relationship development.
- K12 Ways of monitoring the effectiveness of networking in relation to achieving the vision and goals for the venture.
- K13 How to facilitate the exchange of experiences around networking between colleagues in the organisation.

Behaviours

- 1 Adopt a long-term perspective in the development of networks and relationships with others.
- 2 Promote the development of networks and relationships as a two-way exchange.
- 3 Pursue opportunities to add value to the development of networks and relationships wherever possible.
- 4 Demonstrate passion, enthusiasm and energy in managing networks and relationships with other colleagues in the organisation and with external stakeholders.
- 5 Promote networking as a way of generating learning about events and trends in the business environment.
- 6 Use networks and relationships to generate understanding of potential futures for the venture.
- 7 Use networks and relationships to share experiences, ideas, resources and understanding and knowledge rather than solely as a way of selling the venture.
- 8 Act to address needs related to the development of new networks.
- 9 Keep commitments.
- 10 Act within the limits of your authority.

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