



™ INSTITUTE OF ENTERPRISE  
AND ENTREPRENEURS

NATIONAL OCCUPATIONAL STANDARDS

# ENTERPRISING SKILLS

POWERED BY

SFEDI® GROUP



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### Overview

This standard is about being strategically aware of events and trends in the organisation's internal and external business environment in order to support the development and delivery of a new enterprise venture. It requires scanning the business environment, recognising opportunities and translating these opportunities into ideas for an enterprise venture.

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. 'Business environment' refers to the organisation's external and internal environment.

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 Establish, review and develop cost-effective methods of:
  - P1.1 scanning your business environment
  - P1.2 researching trends in the business environment
  - P1.3 collating information about trends in the business environment.
- P2 Develop your own internal and external networks as an effective tool for scanning the business environment.
- P3 Share information about trends in the external business environment with your external stakeholders.
- P4 Consult with other colleagues about the impact of external events and trends on your organisation.
- P5 Encourage colleagues in the organisation to scan trends in the business environment in order to identify enterprise opportunities.
- P6 Review the extent to which the organisation extends into the external business environment, in order to interpret trends.
- P7 Evaluate the outcomes of your scanning and research against your organisation's priorities.
- P8 Share the outcomes of your scanning and research with others in the organisation.
- P9 Review your own perceptions of what constitutes an enterprise opportunity with others in the organisation.

## Knowledge and understanding

*You need to know and understand:*

- K1 Why it is important to review own perceptions of trends in the business environment.
- K2 How to communicate own perceptions to others in the organisation.
- K3 The reasons underpinning changes in an organisation in response to trends in the business environment.
- K4 The need for enterprising responses to changes in the business environment.
- K5 The perceptions of change amongst colleagues in the organisation.
- K6 How to recognise trends in the business environment that will impact on an organisation.
- K7 The different methods for scanning the business environment and their associated advantages and disadvantages.
- K8 Sources of specialist market information and intelligence in relation to scanning the external business environment.
- K9 How to engage with different networks to support scanning activity.
- K10 How to judge the usefulness of different sources of market information in understanding trends in the external business environment.
- K11 Why it is important to raise awareness amongst colleagues of the need to understand the external business environment.
- K12 How to engage colleagues in understanding the external business environment.
- K13 The different ways in which an organisation extends into its external business environment to understand it and their associated advantages and disadvantages

**Behaviours**

- 1 Recognise opportunities presented by colleagues and external stakeholders.
- 2 Work to turn unexpected events into opportunities.
- 3 Try out new ways of working.
- 4 Ascertain the information needs of colleagues and external stakeholders.
- 5 Engage with others in taking difficult decisions, where necessary.
- 6 Show integrity, fairness and consistency in decision-making.
- 7 Act within the limits of your responsibility.

## CFAENTI&TA1

### Scan the business environment for enterprise opportunities

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# Make sense of enterprise opportunities and their compatibility with organisational priorities

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### Overview

This standard is about making sense of the information collected when scanning events and trends in the organisation's business environment. It involves developing models of how to operate in an organisation when developing a new venture and relating priorities of the organisation to identified opportunities.

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. 'Business environment' refers to the organisation's external and internal environment.

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 Relate trends in the business environment to enterprise opportunities for your organisation.
  - P2 Evaluate how changes in the business environment influence priorities and goals within your organisation.
  - P3 Ensure recognised opportunities align with the priorities of your organisation.
  - P4 Develop models for understanding what actions are required.
  - P5 Interpret data collected from scanning the business environment in a meaningful way.
  - P6 Present information from scanning the business environment in a way that assists understanding and action by colleagues.
  - P7 Review colleagues' understanding of the outcomes from scanning the business environment.
  - P8 Share perceptions of the outcomes of scanning activities with other colleagues.
  - P9 Build upon the views of colleagues in relation to how possible it is to analyse the business environment.
  - P10 Evaluate the way in which the organisation interprets the outcomes from scanning of the business environment.

## Knowledge and understanding

*You need to know and understand:*

- K1 What constitutes an enterprise opportunity.
- K2 How to make sense of the data collected from scanning of the business environment.
- K3 How to reflect on own perceptions of the actions needed in response to the outcomes from scanning the business environment.
- K4 Ways of engaging with others to share perceptions of the outcomes from scanning the business environment.
- K5 Why it is important to understand how different interpretations of the outcomes from scanning the business environment can lead to certain behaviours in colleagues.
- K6 The values of decision makers in the organisation in relation to analysing the business environment.
- K7 How to assess the previous experiences of colleagues and the influence of these on how they make sense of the outcomes from scanning the business environment.
- K8 Different options for addressing challenges emerging from interpretation of data from scanning the business environment.
- K9 The influence of age and size of your organisation in understanding the outcomes from scanning the business environment.
- K10 Ways in which the clarity of understanding of the outcomes from scanning the business environment can be improved.
- K11 The number and type of processes used to shape outcomes from scanning the business environment into an organisational interpretation.
- K12 How to judge the previous experiences of colleagues and their influence on how they make sense of trends in the external business environment.

**Behaviours**

- 1 Work to turn unexpected events into opportunities.
- 2 Do things without being asked or forced to by events in the organisation or external business environment.
- 3 Take personal responsibility for making things happen.
- 4 Ascertain the information needs of colleagues and external stakeholders.
- 5 Engage with others in taking difficult decisions, where necessary.
- 6 Show awareness of your own values, motivations and perceptions.
- 7 Make best use of available resources and seek new sources of support when necessary.
- 8 Work with others in a creative way to add value.

## CFAENTI&TA2

Make sense of enterprise opportunities and their compatibility with organisational priorities

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**Suite** Enterprise NOS

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# Identify stakeholders for an enterprise venture and evaluate their needs

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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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**Suite** Enterprise NOS

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**Key words** stakeholders; enterprise venture; needs

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**Overview**

This standard is about developing a vision and goals for a new enterprise venture in the organisation in order to move forward its development and delivery. It requires reflection on personal goals and values, aligning these to the business priorities and assessing the openness towards enterprising responses in the organisation to support the development of the venture.

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 Develop vision and goals for the new enterprise venture that build on your understanding of the business environment and are consistent with your organisation's priorities, goals and values.
  - P2 Achieve buy-in from colleagues and stakeholders for the vision and goals of the enterprise venture.
  - P3 Identify options for achieving the new enterprise venture's vision and goals.
  - P4 Evaluate the likely impact of current organisational performance on your vision and goals for the new venture.
  - P5 Assess capacity within the organisation to support the development and delivery of the new venture.
  - P6 Develop a case for the commitment of resources from others which highlights the benefits to the organisation if the vision and goals of the new venture are achieved.
  - P7 Make use of own personal goals and values to gain support from other colleagues in taking forward the new venture.
  - P8 Identify ways of monitoring and evaluating achievement of the stated vision and goals for the new venture.

## Knowledge and understanding

*You need to know and understand:*

- K1 Ways of aligning personal vision and goals for the new enterprise venture to those of the organisation.
- K2 How to formulate a vision statement for the new venture.
- K3 Why it is important to achieve buy-in from others in development of the vision and goals for the new venture.
- K4 The channels within an organisation to assist in presenting informal ideas related to the stated vision and goals for the new venture.
- K5 How to present the benefits associated with the new venture in order to gain the commitment of others within the organisation.
- K6 Different tools available to measure the current performance of the organisation and the associated advantages and disadvantages.
- K7 How to develop a monitoring and review system in order to identify progress towards the vision and goals for the new venture.
- K8 The different types of resources available within the organisation to underpin development of the vision and goals for the new venture.
- K9 The methods for marketing and communicating the vision and goals for the new venture to internal colleagues and external stakeholders.
- K10 How to construct a route map that highlights to others in the organisation the activities required to achieve the vision and goals for the new venture.
- K11 The implications of the venture for operational processes and systems in the organisation.
- K12 The barriers and challenges that established ways of working in the organisation may present to the success of the new venture.
- K13 The strategies required to address any challenges and opportunities in relation to the perceptions of others to the vision and goals of the new venture.

**Behaviours**

- 1 Communicate a vision and goals with energy, passion and enthusiasm.
- 2 Create a sense of common purpose amongst internal colleagues and external stakeholders.
- 3 Take account of the values of other colleagues.
- 4 Network with other colleagues and external stakeholders to communicate the vision and goals.
- 5 Present ideas and arguments in a coherent manner and in a way that engages others.
- 6 Demonstrate sensitivity to internal and external politics which may influence the success of the venture.
- 7 Show sensitivity to stakeholder' needs and interests and manage these effectively.
- 8 Take personal responsibility for making things happen.

## CFAENTI&TA5

### Develop a vision and goals for an enterprise venture

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**Key words** vision; goals; enterprise venture

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# Demonstrate the difference created by an enterprise venture

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### Overview

This standard is about demonstrating the difference a new enterprise venture makes to the economic and social performance of the organisation, to both colleagues within the organisation and external stakeholders. It requires highlighting the key features of the new venture, to enthuse others to engage with the venture and to celebrate strengths and successes from the venture.

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.

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 Consult with others to assess the added value from the venture in relation to impact on organisational performance.
- P2 Identify the value added from the venture in relation to the development of the organisation.
- P3 Review the difference that the venture will deliver to the economic and social performance of the organisation.
- P4 Assess the implications of the venture for the organisation in relation to marketing and communication activity.
- P5 Assess the implications of the venture for the organisation in relation to financial management and reporting.
- P6 Assess the implications of the venture for the organisation in relation to operations and people management.
- P7 Ensure that updates on progress with the venture are communicated to colleagues in the organisation.
- P8 Seek support from colleagues to ensure any successes are celebrated with colleagues and external stakeholders.
- P9 Review options for promoting the sustainability of the venture after development and delivery.



## Knowledge and understanding

*You need to know and understand:*

- K1 Why it is important to identify the value added by the venture to the economic and social performance of the organisation.
- K2 Different indicators of value added associated with organisational development and growth.
- K3 How to identify the value added associated with the development and delivery of the venture.
- K4 How to consult with others to identify current indicators of economic and social performance used.
- K5 The fit of current indicators of performance used in the organisation with the vision and goals for the venture.
- K6 How to agree appropriate indicators of performance for the venture with colleagues in the organisation.
- K7 Methods of encouraging participation of colleagues in measuring the performance and value added of the venture and the associated challenges.
- K8 Ways of communicating successes from the venture to others in the organisation and external stakeholders.
- K9 How to acquire resources to support the dissemination of outcomes from the venture.
- K10 Why it is important to provide regular updates to others in the organisation around performance of the venture.
- K11 How to undertake an options analysis in relation to taking forward the venture in the organisation after development and delivery.
- K12 Methods for securing resources to promote the value-added emerging from the venture.

**Behaviours**

- 1 Commitment to making a difference to the economic and social performance of the organisation through the venture.
- 2 Engage other colleagues and external stakeholders in making a difference through leading by example.
- 3 Able to articulate clearly and concisely the differences emerging from the venture which engages and enthuses others.
- 4 Able to demonstrate performance and differences of the venture using examples that tell a story.
- 5 Monitor the performance of the venture against plans and take appropriate action, where necessary.
- 6 Balance agendas and build consensus.
- 7 Show sensitivity to stakeholders' needs and interests and manage these effectively.
- 8 Engage with others in taking difficult decisions, where necessary.
- 9 Show integrity, fairness and consistency in decision-making.
- 10 Act within the limits of your authority.

## CFAENTM&RC2

### Demonstrate the difference created by an enterprise venture

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**Suite** Enterprise NOS

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**Key words** demonstrate; difference; enterprise venture

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# Monitor and evaluate the difference created by an enterprise venture

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### Overview

This standard is about developing activities and systems to support the monitoring and review of the performance and impact of a new enterprise venture in an organisation. This involves analysing feedback from colleagues and stakeholders, assessing this feedback against plans and priorities for the venture and developing responses to address any areas where further development in the delivery of the venture is needed.

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.

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 ways of monitoring and reviewing the performance and impact of the venture.
  - P2 Communicate to others the timings of monitoring and evaluation activity in a clear and concise way.
  - P3 Consult with other colleagues in the organisation to gain feedback on the performance and impact of the venture.
  - P4 Ensure that the experiences of external stakeholders are gathered in evaluating the impact and value added of the venture.
  - P5 Develop an outline methodology for evaluating the impact and value added of the venture.
  - P6 Consult with others to identify any challenges and opportunities in evaluating the impact and value added of the venture.
  - P7 Identify resources in the organisation to support development and delivery of the evaluation of the venture.
  - P8 Review the need for external support in undertaking the evaluation of the venture.
  - P9 Assess the resources required to support the use of external stakeholders in the evaluation of the venture.
  - P10 Review areas for development which are identified by the evaluation with colleagues in the organisation.
  - P11 Identify how to communicate areas for development to other colleagues in the organisation.

## Knowledge and understanding

*You need to know and understand:*

- K1 Why it is important to develop a system of monitoring and evaluation to review the performance of the venture against the stated vision and goals.
- K2 Methodologies and methods which can be used for monitoring and evaluation of the venture in relation to its stated vision and goals.
- K3 Differences between formative and summative approaches to monitoring and evaluation and the associated advantages and disadvantages of these approaches.
- K4 Influences on the choice of monitoring and evaluation methodology in an organisation.
- K5 Resource requirements and needs associated with the use of different monitoring and evaluation methodologies.
- K6 How to engage internal colleagues and external stakeholders in monitoring and evaluation activity.
- K7 How to assess your own approach to monitoring and evaluation to promote consistency and reflective practice.
- K8 Tools for analysing feedback from different groups of stakeholders.
- K9 Ways of engaging with external stakeholders to support monitoring and evaluation activity.
- K10 Advantages and disadvantages of using external stakeholders in reviewing the performance and impact of the venture.
- K11 How to identify the capacity and capabilities of colleagues to undertake and manage monitoring and evaluation activity.
- K12 Why it is important to communicate the outcomes from monitoring and evaluation activity to colleagues in the organisation.
- K13 Methods which can be used to communicate outcomes from monitoring and evaluation of the venture to colleagues in the organisation.
- K14 The influences on colleagues accepting and acting upon actions identified from monitoring and evaluation of the venture.
- K15 Resources available from professional bodies and government agencies to support the identification of best practice in monitoring and evaluation.

**Behaviours**

- 1 Seek to improve performance of the venture on an ongoing basis.
- 2 Suggest responses to enhance performance of the venture.
- 3 Challenge the established norms and values in relation to monitoring and evaluation in a constructive manner.
- 4 Suggest imaginative and innovative solutions to monitoring and reviewing of the venture.
- 5 Keep people informed of plans and developments in relation to monitoring and review of the venture.
- 6 Seek to use cost-effective, time-effective and ethical means in monitoring and reviewing the performance of the venture.
- 7 Unpack the assumptions made and risks involved in understanding outcomes from the monitoring and review of the venture
- 8 Suggest different futures for colleagues based on the outcomes from the monitoring and review of the venture.
- 9 Engage with others in taking difficult decisions, where necessary.
- 10 Show integrity, fairness and consistency in decision-making.
- 11 Act within the limits of your authority.

## CFAENTM&RC3

Monitor and evaluate the difference created by an enterprise venture

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### Overview

This standard is about planning how to manage uncertainty and ambiguity in the business environment of the organisation to support the development and delivery of a new enterprise venture. It requires taking a fair approach to assessing own motivations and those of others, assessing the openness towards enterprising responses and networking with others to support the venture, as part of activities undertaken in developing the case for a proposed new venture.

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.

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 the different drivers to uncertainty and ambiguity in your organisation's business environment.
  - P2 Assess the likelihood of specific events and trends occurring under different circumstances of uncertainty and ambiguity.
  - P3 Assess own tolerance to business environments with high levels of uncertainty and ambiguity.
  - P4 Evaluate your own organisational culture in relation to managing uncertainty and ambiguity.
  - P5 Assess how other organisations deal with uncertainty and ambiguity and their attitudes to risk-taking, innovation and growth.
  - P6 Assess the impact of uncertainty and ambiguity on colleagues and external stakeholders of organisation.
  - P7 Consult with others to develop strategies to manage uncertainty and ambiguity in relation to the new venture.
  - P8 Construct a case for the ways in which the new venture assists in managing uncertainty and ambiguity.

## Knowledge and understanding

*You need to know and understand:*

- K1 The difference between uncertainty and ambiguity.
- K2 The drivers to uncertainty and ambiguity in the business environment.
- K3 Methods for understanding future trends in the business environment.
- K4 How to make sense of outcomes from understanding alternative futures for the proposed venture.
- K5 Why it is important to understand your organisation's culture in relation to managing uncertainty and ambiguity.
- K6 How to engage with others in the organisation to develop responses to manage uncertainty and ambiguity.
- K7 The steps in developing a new venture which takes advantage of opportunities created by uncertainty and ambiguity in the business environment.
- K8 Why it is important to reflect upon own tolerance to uncertainty and ambiguity.
- K9 The tools to measure tolerance to uncertainty and ambiguity amongst colleagues in the organisation in a fair and consistent manner.
- K10 Sources of advice and support to assist in making sense of attitudes to uncertainty and ambiguity amongst colleagues.
- K11 The influences on the ways in which colleagues within the organisation cope with uncertainty and ambiguity.
- K12 How to achieve buy-in from others around the proposed venture in dealing with the uncertainty and ambiguity and the associated opportunity.
- K13 How to review the culture in the organisation in dealing with uncertainty and ambiguity and the influence of this culture on supporting the venture.
- K14 The contribution of colleagues in managing uncertainty and ambiguity through the venture and moving from opportunity through to action.
- K15 The role for champions internal to the organisation in supporting the case for venture in managing uncertainty and ambiguity.
- K16 Approaches for monitoring and evaluating actions taken to benefit from opportunities arising in uncertain business environments.

**Behaviours**

- 1 Recognise opportunities presented by colleagues and external stakeholders.
- 2 Support others with low levels of tolerance of ambiguity and uncertainty.
- 3 Work to turn unexpected events into opportunities.
- 4 Try out new ways of working.
- 5 Articulate the assumptions made and risks involved in understanding a situation.
- 6 Produce and test a variety of solutions before taking a decision.
- 7 Take timely decisions that are realistic for the venture.
- 8 Take decisions in uncertain situations or based on incomplete information when necessary.
- 9 Take and implement difficult and/or unpopular decisions, if necessary.
- 10 Act within the limits of your authority.
- 11 Show integrity, fairness and consistency in decision- making.

## CFAENTP&DB1

Plan to deal with uncertainties, ambiguities and contingencies relating to an enterprise venture

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**Key words** uncertainties; ambiguities; contingencies; enterprise venture

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# Identify customers and how to engage them in an enterprise venture

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### Overview

This standard is about identifying external and/or internal customers for a proposed enterprise venture. It requires researching the needs of potential and existing customers, undertaking a segmentation of the market to group and prioritise the needs of potential customers, developing a strategy for engaging with different groups of customers and creating an identity or 'brand' for the venture which will encourage engagement with the venture by internal and external customer groups.

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.

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 Analyse the current and future needs of existing and potential customers.
  - P2 Identify how the core proposition of the venture addresses the needs of existing and potential customers.
  - P3 Consult with colleagues on availability of organisational resources for identifying and segmenting customers.
  - P4 Assess the effectiveness of existing organisational approaches to identifying and segmenting customers.
  - P5 Consult with others to agree how to develop existing processes and activities for identifying and segmenting customers which will add value to the venture.
  - P6 Develop a segmentation framework and criteria to categorise customers for the enterprise venture.
  - P7 Construct a case for gaining resources to support the development of an engagement strategy for the venture.
  - P8 Identify methods of reviewing the effectiveness of the engagement strategy in relation to the vision and goals of the venture.
  - P9 Develop a strategy to identify how to engage with customer groups for the venture.

## Knowledge and understanding

*You need to know and understand:*

- K1 The needs of current customers of the organisation and the extent to which the proposed venture addresses these needs.
- K2 Methods of analysing customer needs and the advantages and disadvantages of different methods.
- K3 Why it is important to segment the market for a proposed venture.
- K4 Approaches to segmenting a market, in order to identify potential customer group for the venture.
- K5 Methods for consulting with others to review approaches to identifying customers in the organisation.
- K6 How to select and use a market segmentation approach which is appropriate to the vision and goals of the venture.
- K7 How to develop an approach to reviewing the effectiveness of the segmentation framework to identifying customers for the proposed venture.
- K8 Key stages in the process of developing a case for accessing resources to support in identifying and segmenting customers.
- K9 How to benchmark the approaches of the organisation in identifying customers against the experience of other organisations.
- K10 Ways of engaging with customer groups and the associated advantages and disadvantages.
- K11 Influences on the success of a customer engagement strategy.
- K12 How to engage with external sources of support to assist in the development of the engagement strategy.
- K13 Why it is important to develop a core proposition for the venture which has clarity for potential groups of customers.
- K14 Benefits of consulting with others around the core proposition for the venture.
- K15 Ways of testing and validating the proposition of the proposed venture with potential customer groups.
- K16 How to use feedback from potential customer groups in finalising the proposition for the venture.



**Behaviours**

- 1 Seek to understand the needs and motivations of customers as people.
- 2 Create and maintain communication amongst colleagues in order to build relationships and a positive engagement process.
- 3 Create a sense of shared purpose in working together.
- 4 Work towards solutions that benefit the customers and the organisation.
- 5 Work to develop an atmosphere of professionalism and mutual support.
- 6 Clarify your own and customer' expectations of the relationship.
- 7 Encourage behaviour that shows respect, helpfulness and cooperation.
- 8 Keep commitments.
- 9 Anticipate future changes in customer behaviour.
- 10 Consider the impact of your own actions on the customers.
- 11 Show sensitivity to the needs and interests of customers and manage these effectively.

## CFAENTP&DB2

### Identify customers and how to engage them in an enterprise venture

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**Key words** identify; customers; engage; enterprise venture

#### Overview

This standard is about managing an enterprise venture from idea to action in the organisation. It requires gaining commitment from others, maintaining communication between members of the team to ensure the idea is moved forward, planning and deploying resources, reviewing performance of the members of the team in development and delivery of the venture and supporting the development of others in the team to address areas of under-performance.

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.

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 Gain commitment of colleagues to managing the delivery of the venture.
  - P2 Gain stakeholder commitment for delivery of the venture.
  - P3 Organise the people resources in the most effective way to support the development and delivery of the venture.
  - P4 Organise the financial resources in the most effective way to support the development and delivery of the venture.
  - P5 Organise other resources in the most effective way to support the development and delivery of the venture.
  - P6 Develop ways of gaining feedback from others in the organisation around development and delivery of the venture.
  - P7 Suggest a plan to others in the organisation which will underpin delivery of the venture.
  - P8 Assess challenges to delivery of the venture and strategies to address these challenges.
  - P9 Review the performance of colleagues in the delivery of the venture.
  - P10 Ensure team members receive the support they need to achieve the venture's vision and goals.
  - P11 Calculate the finances required and potential income and expenditure associated with the venture.
  - P12 Evaluate the implications for structures in the organisation in taking forward the venture.
  - P13 Review internal influences on the sustainability of the venture.

## Knowledge and understanding

*You need to know and understand:*

- K1 Different approaches to managing a venture in an organisation and the advantages and disadvantages of these different approaches.
- K2 The benefits and challenges of using colleagues from across the organisation in managing a venture in an organisation.
- K3 Why it is important to gain commitment from others in development and delivery of the venture.
- K4 How to encourage communication between colleagues in the organisation in managing the venture.
- K5 The structure and presentation of a plan which can be used to gain commitment from colleagues in relation to deployment and acquisition of resources.
- K6 Engage with others internal to the organisation in the acquisition and deployment of resources.
- K7 The value of external stakeholders in the acquisition and deployment of resources.
- K8 How to review the performance of other colleagues in the development and delivery of the venture.
- K9 Measures for the performance of colleagues in the development and delivery of venture.
- K10 Indicators which can be used to measure financial performance of the venture in the organisation
- K11 How to calculate financial performance of the venture.
- K12 How to enhance performance of the venture in relation to the outcomes from monitoring and review of its finances.
- K13 Ways of gaining feedback from others in the organisation around the development and delivery of the venture.
- K14 Why it is important to review personal performance in the development and delivery of the venture.
- K15 Ways of supporting the personal development of others, in relation to ensuring delivery of the venture against the agreed vision and goals.

**Behaviours**

- 1 Try out new ways of working.
- 2 Identify the information needs of colleagues and external stakeholders.
- 3 Engage with others in taking difficult decisions, where necessary.
- 4 Show integrity, fairness and consistency in decision-making.
- 5 Act within the limits of your authority.
- 6 Keep people informed of plans and developments.
- 7 Show respect for the views and actions of others.
- 8 Outline the value and benefits to colleagues of a proposed course of action.
- 9 Act to shape the climate and culture of the organisation.
- 10 Work with people and organisations that can provide support for your work.
- 11 Retain excitement for the venture amongst others beyond initial development.
- 12 Establish a culture of positive and ongoing communication.
- 13 Clarify your own and others' expectations of relationships.
- 14 Interpret the assumptions made and risks involved in understanding a situation.

## CFAENTP&DB4

### Manage an enterprise venture

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# Review and sustain networks to support an enterprise venture

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### 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.

## CFAENTP&DB5

### Review and sustain networks to support an enterprise venture

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