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| Title: | **Supporting change in a business enterprise** |
| Level: | **5** |
| Credit value: | **8** |
| Unit guided learning hours | **24** |
| Learning outcomes (the learner will) | Assessment criteria (the learner can) |
| 1. Be able to review and plan changes in a business or enterprise
 | 1.11.21.31.4 | Analyse a business enterprise to determine actions for improvement Develop (SMART) objectives to address areas for improvement Construct an action plan for improving performance and sustainability of the enterprise Describe how to enable clients to develop changes in an enterprise  |
| 1. Understand the implications of changes to current practice
 | 2.12.22.3 | Evaluate individuals’ and business/enterprise commitment to implement changes Gather feedback from colleagues and relevant others on planned changes to identify potential constraints Evaluate and prioritise identified changes for implementation  |
| 1. Be able to implement change and support clients to improve their business
 | 3.13.2 | Describe how to implement and monitor identified changes Explain how to provide client support to address unplanned activity or contingencies  |

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| **Additional information about the unit** |  |
| Unit purpose and aim(s) | To equip business enterprise professionals with the skills to work with clients to develop their businesses. |
| Details of the relationship between the unit and relevant national occupational standards or professional standards or curricula (if appropriate) | Links to SFEDI 2009 NOS: Common Core Business Support and Social Enterprise Support Standards 2 and 3 |
| Assessment requirements or guidance specified by a sector or regulatory body (if appropriate) |  |
| Support for the unit from a sector skills council or other appropriate body (if required) | Council for Administration (CfA) |
| Equivalencies agreed for the unit (if required) | E5.08 - Delivering business support |
| Location of the unit within the subject/sector classification system | 15.3 - Business Management |
| **Additional Guidance about the Unit** |
| **Indicative Content:** |
| 1 | * Ways to identify clients’:
* business aspirations;
* style of learning;
* obstacles and stated and unstated objections to changing their ways of working or doing business;
* thoughts and feelings about business performance, direction and shared values of the business and stakeholders
* The information needed to review a business and how to obtain it
* Ways to use established measures and diagnostic tools to evaluate business situations, including:
* Business performance data analysis and performance measures (for example, benchmarking)
* Qualitative and quantitative analytical and diagnostic techniques (for example, SWOT, PEST, five forces or variance analysis)
* Market appraisal, pricing and evaluating the different types of products offered (product mix)
* Evaluation of production processes and techniques
* Financial appraisal techniques
* Risk assessment techniques
* Analysis of business culture
* Identification of stakeholders and their influence
* Profiling of individuals’ strengths, weaknesses and motivation
* Common problems and opportunities small businesses (including structured business formats such as franchising, direct selling, licensing and distribution agreements) may face
* Identifying:
* trends and developments that may affect the client’s business (for example, consumer demand, new technology or government legislation)
* Barriers or obstacles to improving performance (for example, personal, interpersonal issues, funding or skills)
* which parts of a business would benefit from change
* Solving business problems, by:
* identifying possible problems and opportunities;
* monitoring and evaluating progress; and
* evaluating the benefits and drawbacks of different decisions
* Options most appropriate to specific issues
* How to challenge clients in overcoming obstacles and barriers to achievement
* How to support clients in dealing with problems and difficulties that may exist in achieving solutions
* The stages in developing and implementing an action plan including:
* setting short- and longer-term goals;
* actions and timescales;
* identifying what resources will be needed, where they will come from and how they will be used;
* assigning roles and responsibilities;
* managing risks; and
* monitoring performance
* How to improve the competitiveness and the benefits and drawbacks of different kinds of competition
* Cash flow forecasts and survival planning
* Profit and loss accounts, balance sheets and cash flow statements
* Development, presentation and use of business plans
* Sources of new opportunities (for example, networking, collaboration with other businesses or carrying out first hand research with their customers)
* The benefits and drawbacks of different business models including franchising, direct selling, licensing and distribution agreements (either when replicating their business or purchasing a structured business format)
* Business, financial and legal rules and methods
* The range of legal and governance structures available to small businesses
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| 2 | * The impact of change on an organisation
* Ways to judge clients readiness and commitment to making changes
* Methods to develop commitment to change including:
* Evaluating them against personal and business objectives
* Identifying the business and personal benefits
* Resolving personal and interpersonal issues and habitual behaviour that are obstacles to change
* Countering stated or unstated objections with facts and arguments
* Resolving conflict between competing ideas
* Identifying the urgency of changes needed
* Ways to decide which changes should be made including:
* Evaluating them against business and personal objectives
* Evaluating the risks and benefits
* Finding out what may be involved personally and in business terms
* Forms of business plan that can be used to record and manage change
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| 3 | * Ways to enable clients to plan, set objectives and decide what is important
* Resources that are needed to achieve desired results, such as:
* Commitment of other people
* Skills,
* Knowledge
* information
* Ways to engage clients with contingency planning and risk assessment
* Ways to identify stakeholders and other people who help develop or carry out the plan or whose support is needed
* Methods of consulting with and getting buy-in from stakeholders
* Ways to achieve results through the guided actions of others
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