

## DW7: Enable groups and communities to become autonomous

*This unit is tailored from the National Occupational Standards for Business Support (SfEDI) where it appears as Unit 4*

OVERVIEW	PERFORMANCE CRITERIA
<p>This is about developing the client's autonomy. The client may be a community group or voluntary sector organisation. It involves challenging, inspiring, provoking, stimulating and facilitating the client to develop new ways of working, building their commitment to action and ability to become self-sustaining.</p>	<p>You must be able to:</p> <ol style="list-style-type: none"> <li>1. Work with clients to identify their:               <ul style="list-style-type: none"> <li>• aspirations;</li> <li>• style of learning; and</li> <li>• obstacles and stated and unstated objections to changing their ways of working.</li> </ul> </li> <li>2. Where necessary, challenge their objections to change</li> <li>3. Work with clients to identify the know-how that would enable them to develop new opportunities for the organisation or new ways of working.</li> <li>4. Agree with clients the ways of learning that will be effective.</li> <li>5. Use a mode of consulting that is likely to be effective for each client at each stage of the relationship (for example, co-consulting, coaching).</li> <li>6. Use these chosen ways of learning and consulting when providing development work services to the client</li> <li>7. Support clients' access to support resources that they can choose from.</li> <li>8. Help the client to resolve issues that might otherwise be obstacles to change.</li> <li>9. Encourage and reinforce clients in putting identified changes into action by providing feedback.</li> </ol>

KNOWLEDGE AND UNDERSTANDING
<p>You need to know and understand the following:</p> <p><i>Interpersonal and communication skills</i></p> <p>A. How to use effective interpersonal and communication skills, including for:</p> <ul style="list-style-type: none"> <li>• working with clients;</li> <li>• listening fully and attentively;</li> <li>• questioning;</li> <li>• checking accuracy;</li> <li>• summarising;</li> <li>• reflecting back;</li> <li>• challenging;</li> <li>• influencing</li> </ul>

- respecting and acknowledging issues;
- interviewing, reviewing and deciding on needs;
- negotiation;
- giving, receiving and passing on constructive feedback;
- guaranteeing client confidentiality; and
- dealing with difficulties.

B. The benefits and drawbacks of different kinds of communication (for example, face-to-face contact, phone, fax and e-mail).

*Support relationships*

C. You need to understand and take account of:

- the conditions for accepting clients onto development work services;
- the benefits and drawbacks of working in different physical locations (for example, your organisation's premises or your client's premises);
- the boundaries of the relationship between you and the client;
- the ways that different clients prefer to work;
- the limitations of your role and responsibilities; and
- any relevant contractual obligations.

D. The limits of your own abilities and understanding.

*Providing support services*

E. How to respond to the client's values, ways of thinking and needs.

*Supporting client development*

F. How to develop your client's self-confidence.

G. How to work with your clients to help them to develop skills that will improve their ability to compete with other organisations and become self-sustaining

H. The theories and application of learning styles

I. What obstacles or barriers there may be to changing practices