

## UNIT SUMMARY

### What is the unit about?

This unit is about participating in meetings in an active and constructive way.

It involves preparation before the meeting, perhaps researching information, consulting with others and clarifying your own objectives and opinions on the various agenda items. It also involves taking a positive stance within the meeting, presenting information and opinions clearly and concisely and acknowledging and building on the contributions of others, in order to arrive at the meeting's objectives. After the meeting, it may be necessary to communicate decisions to other people, in line with any protocol agreed at the meeting.

### Who is the unit for?

The unit is recommended for managers at all levels.

### Links to other units

This unit is linked to units **D11. Lead meetings, D17. Build and sustain collaborative relationships with other organisations, E10. Take effective decisions** and **E11. Communicate information and knowledge** in the overall suite of National Occupational Standards for Management and Leadership.

### Skills

Listed below are the main generic 'skills' that need to be applied in participating in meetings. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Communicating
- Consulting
- Decision-making
- Involving others
- Obtaining feedback
- Planning
- Presenting information
- Providing feedback
- Researching
- Setting objectives
- Time management

## OUTCOMES OF EFFECTIVE PERFORMANCE

You must be able to do the following:

1. Brief yourself on the content of the meeting, identify relevant information and clarify your opinions on various agenda items.
2. Consult with those who have an interest in the various agenda items in order to understand and be able to represent their opinions.
3. Clarify your objectives from the meeting – what you hope the meeting will achieve.
4. Present relevant information to the meeting clearly and concisely.
5. Present your opinions and the interests of those you are representing in a convincing way, providing evidence to support your case, if required.
6. Articulate any issues and problems emerging from discussions and propose and evaluate possible solutions.
7. Acknowledge and constructively discuss information and opinions provided by other people.
8. Clarify decisions taken on the various agenda items, where necessary.
9. Communicate decisions clearly and concisely and in a timely way to those who have an interest in the various agenda items, in line with any communication protocol agreed at the meeting.

## BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

1. You address multiple demands without losing focus or energy.
2. You show respect for the views and actions of others.
3. You present information clearly, concisely, accurately and in ways that promote understanding.
4. You keep people informed of plans and developments.
5. You state your own position and views clearly and confidently in conflict situations.
6. You make best use of existing sources of information.
7. You check the validity and reliability of information.
8. You state own opinions, views and requirements clearly.
9. You present ideas and arguments convincingly and in ways that strike a chord with people.
10. You listen actively, ask questions, clarify points and rephrase others' statements to check mutual understanding.

## KNOWLEDGE AND UNDERSTANDING

You need to know and understand the following:

### General knowledge and understanding

1. The importance of briefing yourself on the content of the meeting.
2. How to identify relevant information for the meeting and clarify your opinions on various agenda items.
3. The importance of consulting those who have an interest in the various agenda items, and how to do so in order to understand and be able to represent their opinions.
4. The importance of setting your objectives for the meeting, and how to do so.

5. The importance of presenting relevant information and opinions to the meeting clearly and concisely, and how to do so.
6. How to present your opinions and the interests of those you are representing in a convincing way.
7. The importance of identifying and articulating any issues and problems emerging from discussions, and how to contribute to resolving them.
8. The importance of acknowledging information and opinions provided by other people and how to discuss these constructively.
9. The importance of clarifying decisions taken on various agenda items, where necessary, and how to do so.
10. The importance of communicating decisions clearly and in a timely way to those who have an interest in the various agenda items, and how to do so in line with any communication protocol agreed at the meeting.

#### **Industry/sector specific knowledge and understanding**

1. Industry/sector requirements for participating in meetings.

#### **Context specific knowledge and understanding**

1. The types and sources of information relevant for the meeting.
2. People who have an interest in the various agenda items.