

OVERVIEW

This unit is about facilitating meetings so that objectives can be achieved. It covers both chairing meetings and attending meetings as a participant.

PERFORMANCE STANDARDS

Lead meetings

1. give people invited to the meeting sufficient notice and information to allow them to prepare, attend and contribute effectively
2. ensure that people attending understand the objectives of the meeting and how they are expected to contribute
3. order agenda items and allocate time to each item according to its importance, urgency and complexity
4. present information and provide summaries clearly at appropriate points during the meeting
5. use a range of methods, tools and techniques to enable people attending to make useful contributions
6. discourage unhelpful arguments and digressions and challenge any inappropriate or discriminatory behaviour
7. ensure that the meeting achieves its objectives within the allocated time
8. ensure that the agreed decisions and recommendations fall within the group's authority
9. seek feedback from people attending and use this to improve the effectiveness of future meetings
10. give clear, accurate and concise information about decisions and recommendations to those who need it

11. Participate in meetings

12. prepare for the meeting in sufficient depth to enable you to participate effectively
13. consult with the people you are representing in order that you can present their views effectively
14. clarify what you want to achieve at the meeting
15. make clear, concise and relevant contributions to the meeting at appropriate times
16. seek to clarify issues and identify and assess possible solutions
17. acknowledge and discuss the contributions and viewpoints of others in a constructive manner
18. provide feedback to the person leading the meeting and other people attending to help improve the effectiveness of future meetings
19. give clear, accurate and concise information about the meeting, promptly to those who need it

KNOWLEDGE & UNDERSTANDING

KUA Activity and project management

- KUA10 objective setting principles, methods, tools and techniques
- KUA13 quality assurance and continuous improvement principles, methods, tools and techniques
- KUA15 time management principles, methods, tools and techniques

KUB Analysis, accounting and decision-making

- KUB6 decision-making principles, methods, tools and techniques
- KUB8 evaluation principles, methods, tools and techniques
- KUB12 planning principles, methods, tools and techniques
- KUB14 prioritisation principles, methods, tools and techniques
- KUB15 problem-solving principles, methods, tools and techniques

KUC Information and communication

- KUC3 communication principles, methods, tools and techniques
- KUC4 confidentiality principles, methods, tools and techniques
- KUC6 information gathering principles, methods, tools and techniques
- KUC8 information sharing principles, methods, tools and techniques
- KUC10 legal and organisational requirements for the management of information
- KUC11 presentation principles, methods, tools and techniques
- KUC12 principles, methods, tools and techniques for effective meetings
- KUC13 questioning principles, methods, tools and techniques
- KUC14 record-keeping principles, methods, tools and techniques
- KUC15 reporting principles, methods, tools and techniques

KUD People management

- KUD2 conflict management principles, methods, tools and techniques
- KUD3 consultation principles, methods, tools and techniques
- KUD5 diversity principles, methods, tools and techniques
- KUD6 equality principles, methods, tools and techniques
- KUD7 feedback principles, methods, tools and techniques
- KUD11 influencing principles, methods, tools and techniques
- KUD13 leadership principles, methods, styles and techniques
- KUD17 motivation principles, methods, tools and techniques
- KUD18 negotiation principles, methods, tools and techniques
- KUD19 networking principles, methods, tools and techniques

KUE Work context

- KUE19 your own knowledge, skills and competence and the limits of these
- KUE21 your role and responsibilities

PERSONAL QUALITIES

PQA Adaptability and innovation

- PQA1 juggle multiple demands without losing focus or energy
- PQA2 seize the opportunities presented by diversity
- PQA3 work to turn unexpected events into opportunities rather than threats
- PQA4 respond quickly to crises and problems with a proposed course of action
- PQA5 recognise changes in circumstances promptly and adjust plans and activities accordingly
- PQA6 constantly seek to improve performance
- PQA8 generate and recognise imaginative and innovative solutions
- PQA9 try out new ways of working

PQB Communication

- PQB1 identify people's information needs
- PQB2 listen actively, ask questions, clarify points and rephrase others' statements to check mutual understanding
- PQB5 present information clearly, concisely, accurately and in ways that promote understanding
- PQB6 keep people informed of plans and developments
- PQB7 use a range of communication styles and techniques to maintain people's interest and attention
- PQB8 confirm people's understanding through questioning and interpretation of non-verbal signals
- PQB9 encourage people to ask questions or rephrase statements to confirm and clarify their understanding
- PQB10 modify communication in response to feedback

PQC Concern for others

- PQC1 show empathy with others' needs, feelings and motivations and take an active interest in their concerns
- PQC2 make time available to support others
- PQC3 show respect for the views and actions of others
- PQC4 encourage and support others to make the best use of their abilities
- PQC6 give feedback to others to help them improve their performance
- PQC8 support others in achieving their personal aspirations
- PQC9 recognise the achievements and the success of others

PQF Ethical stance

- PQF1 comply with, and ensure that others comply with, legal requirements, industry regulations, organisational policies and professional codes
- PQF2 act within the limits of your authority
- PQF4 act to uphold individuals' rights
- PQF7 show integrity and fairness in decision-making
- PQF8 say no to unreasonable requests
- PQF9 state own position and views clearly in conflict situations
- PQF10 identify and raise ethical concerns

PQG Focus on results

- PQG1 set demanding but achievable objectives for self and others
- PQG2 prioritise objectives and schedule work to make the best use of time and resources
- PQG3 accurately calculate risks, and make provision so that unexpected events do not impede the achievement of objectives
- PQG4 take personal responsibility for making things happen
- PQG5 clearly state what is required of others and hold them to account
- PQG6 check individuals' commitment to their roles in a specific course of action
- PQG8 monitor quality of work and progress against plans
- PQG9 focus personal attention on specific details that are critical to achieving successful results
- PQG10 take pride in delivering high quality, accurate work

PQH Information and knowledge management

- PQH1 identify sources of information to meet current and foreseeable requirements
- PQH4 keep confidential information secure
- PQH5 check the validity and reliability of information
- PQH7 analyse and structure information to develop knowledge that can be shared
- PQH8 make appropriate information and knowledge available promptly to those who have a right to it

PQI Persuasiveness

- PQI1 seek to understand people's needs and motivations
- PQI2 present self positively to others
- PQI3 state own opinions, views and requirements clearly
- PQI4 identify clearly the value and benefits to people of a proposed course of action
- PQI5 present information and arguments convincingly and in ways which strike a chord with people
- PQI6 use factual evidence to support arguments
- PQI7 deploy a range of legitimate strategies and tactics to influence people
- PQI8 work towards win-win solutions
- PQI9 create a sense of common purpose
- PQI11 articulate a realistic vision that generates excitement, enthusiasm and commitment

PQK Relationship management

- PQK1 identify and work with people and organisations who can provide support for own work
- PQK3 encourage free and reciprocal exchange of information and resources
- PQK4 work to develop an atmosphere of professionalism and mutual support
- PQK5 clarify own and others' expectations of relationships
- PQK6 model behaviour that shows respect, helpfulness and cooperation
- PQK7 keep promises and honour commitments
- PQK8 take timely action to resolve disagreements
- PQK9 recognise when there are conflicts, acknowledge the feelings and views of all parties, and redirect people's energy towards a common goal

PQL Self-management

- PQL3 handle others' emotions without becoming personally involved in them
- PQL4 remain calm in difficult or uncertain situations
- PQL5 accept feedback from others without becoming defensive

PQN Thinking and decision-making

- PQN1 identify the range of elements in a situation and how they relate to each other
- PQN2 identify the implications or consequences of a situation
- PQN3 use own and others' experience to understand a situation
- PQN4 identify patterns or meaning from events and data that are not obviously related
- PQN5 build a total and valid picture from restricted or incomplete data
- PQN6 articulate the assumptions made, and risks involved, in understanding a situation
- PQN7 produce and test a variety of solutions before taking a decision
- PQN8 balance intuition with logic in decision making
- PQN9 take timely decisions that are realistic for the situation
- PQN10 take decisions in uncertain situations or based on incomplete information when necessary