

## M&LE10 Take effective decisions - SQA Unit Code F2H4 04

### **Overview**

#### **What this Unit is about**

This Unit is about taking sound decisions based upon a valid analysis of the best available information. Managers at all levels need to take decisions within their area of responsibility and authority. This Unit provides a structure for taking decisions that meet defined objectives and are consistent with a broader framework of values, policies and guidelines.

#### **Who is the Unit for?**

The Unit is recommended for managers at all levels.

#### **Links to other Units**

This Unit is linked to all other Units in the overall suite of National Occupational Standards for Management and Leadership where it is necessary to take effective decisions.

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### **Skills**

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

- ◆ Acting assertively
- ◆ Analysing
- ◆ Assessing
- ◆ Communicating
- ◆ Decision-making
- ◆ Evaluating
- ◆ Information management
- ◆ Involving others
- ◆ Prioritising
- ◆ Problem-solving
- ◆ Researching
- ◆ Setting objectives
- ◆ Time management

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### Performance Criteria

*You must be able  
to:*

- 1 Identify those who may be affected by the decision and their interests.
- 2 Involve, where possible, those who are able to contribute to the decision-making process or will be affected by the decision.
- 3 Establish the objectives of the decision to be taken — clarify what you are really trying to achieve by taking the decision and uncover any hidden agendas.
- 4 Identify the information you need to take the decision and the sources of this information.
- 5 Obtain sufficient relevant information to allow you to take the decision and verify its accuracy and reliability.
- 6 Take timely action to remedy inadequate, unreliable, contradictory or ambiguous information.
- 7 Analyse the information to identify facts, patterns and trends that may impact on your decision.
- 8 Identify and evaluate the range of options open to you.
- 9 Draw conclusions supported by reasoned arguments and reliable information, clearly stating any assumptions you have made and risks that may be involved.
- 10 Take decisions
  - ◆ in line with your objectives
  - ◆ within the scope of your authority
  - ◆ consistent with values, policies and guidelines
  - ◆ in time for necessary action to be taken
- 11 Obtain help and advice if
  - ◆ you do not have adequate information
  - ◆ the decision is outside your area of responsibility or scope of authority
  - ◆ your decisions are likely to conflict with values, policies and guidelines.
- 12 Communicate your decision clearly to those who are affected.

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### **Behaviours**

*You will exhibit the following behaviours:*

- 1 You act within the limits of your authority.
- 2 You show integrity, fairness and consistency in decision-making.
- 3 You check the validity and reliability of information.
- 4 You push for concrete information in an ambiguous situation.
- 5 You identify patterns or meaning from events and data that are not obviously related.
- 6 You build a total and valid picture from restricted or incomplete data.
- 7 You articulate the assumptions made and risks involved in understanding a situation.
- 8 You take timely decisions that are realistic for the situation.
- 9 You take decisions in uncertain situations or based on incomplete information when necessary.
- 10 You take and implement difficult and/or unpopular decisions, if necessary.

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### **Knowledge and Understanding**

*You need to know and understand:*

### **General knowledge and understanding**

- 1 The importance of involving those who are able to contribute or may be affected in the decision-making process, and how to do so.
- 2 The importance of setting objectives for the decision, and how to make it clear what the decision must achieve and what is outside the scope of the decision.
- 3 How to identify the information you need to take the decision.
- 4 How to judge whether you have sufficient, accurate, reliable and relevant information to allow you to take the decision.
- 5 How to identify if information is inadequate, unreliable, contradictory or ambiguous, and how to remedy this in a timely way.
- 6 How to analyse information to identify relevant facts, patterns and trends.
- 7 The range of options open to you and how to evaluate the options.
- 8 How to justify your conclusions.
- 9 The importance of ensuring your decisions are in line with your organisation's values, policies and guidelines.
- 10 The importance of showing any assumptions you have made and risks that may be involved, and how to do so.
- 11 The importance of taking decisions in time for necessary action to be taken.
- 12 How to communicate your decision clearly and concisely.

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**Knowledge and Understanding**

*You need to know and understand:*

**Industry/sector specific knowledge and understanding**

- 1 Industry/sector requirements for using information to take decisions.

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### **Knowledge and Understanding**

*You need to know and understand:*

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

- 1 People who are able to contribute to the decision- making process or will be affected by the decision.
- 2 Facts, patterns and trends that may impact on your decision.
- 3 Your organisation's policies, values and guidelines.
- 4 The scope of your authority for taking decisions and when you need to refer to someone else.
- 5 Whom to go to for advice if you do not have adequate information, the decision is outside your area of responsibility, or your decisions conflict with policies, values and guidelines.

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Evidence Requirements

PC	Evidence of Performance Criteria: ◆ possible examples of evidence	Behaviours	Knowledge and Understanding		
			General	Industry specific	Context specific
PC1	<b>Records of your actions to collect information and consult others before making decisions</b>				
PC2	◆ notes of meetings, e-mails, memos, letters and reports from those able to advise on, contribute to and/or affected by the decision	1, 3	1, 2, 3	-	1, 4, 5
PC3					
PC4	◆ spreadsheets, database reports, reports and other relevant information that you have prepared, and your assessments, analyses, calculations and risk assessments based on this information	3, 4, 5, 6	3, 4, 5, 6	1	2
PC5					
PC6					
PC7	◆ e-mails, memos, letters and reports and notes of briefings and presentations to communicate decisions	1, 2, 7, 8, 9, 10	7, 8, 9, 10, 11, 12	-	2, 3, 4
PC8					
PC9	◆ personal statement (reflections on your decision-making)	2, 7, 8, 9, 10	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12	1	1, 2, 3, 4, 5
PC10					
PC11	◆ witness statements (comments on your decision-making)	1, 2, 4, 7, 8, 9, 10	-	-	-
PC12					