
Overview

This standard is about taking the lead in representing your area of responsibility in meetings involving other work areas or other organisations.

This standard is relevant to managers and leaders who are required to represent their area of responsibility in meetings.

This standard links closely with all the other standards in key area *DD Build and sustain relationships* and particularly to *CFAM&LDD6 Lead meetings to achieve objectives*.

Performance criteria

- You must be able to:*
- P1 Brief yourself on the purpose, objectives and agenda of the meeting.
 - P2 Identify relevant information and clarify your opinions regarding the various agenda items.
 - P3 Consult with relevant people in your area of responsibility in order to understand and be able to represent their interests and opinions.
 - P4 Clarify your objectives from the meeting – what you hope the meeting will achieve.
 - P5 Present relevant information to the meeting clearly and concisely.
 - P6 Present your opinions and the interests of those you are representing in a convincing way, providing evidence to support your case, where required.
 - P7 Identify any issues emerging from discussions which impact on your area of responsibility.
 - P8 Propose and evaluate possible solutions which meet the needs of your area of responsibility.
 - P9 Acknowledge and constructively discuss information and opinions provided by other people.
 - P10 Trade concessions to arrive at decisions which balance the needs of your area of responsibility with the needs of other stakeholders.
 - P11 Clarify decisions taken on the various agenda items, where necessary.
 - P12 Communicate information and decisions clearly, concisely, accurately and in a timely way to relevant people in your area of responsibility, in line with any communication protocol agreed at the meeting.
 - P13 Seek and provide feedback to others to improve the effectiveness of future meetings, where appropriate.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 The importance of briefing yourself on the purpose, objectives and agenda of the meeting.
- K2 How to identify relevant information for the meeting and clarify your opinions on the various agenda items.
- K3 The importance of consulting relevant people in your area of responsibility, and how to do so in order to understand and be able to represent their interests and opinions.
- K4 The importance of setting your own objectives for the meeting, and how to do so.
- K5 The importance of presenting relevant information and opinions to the meeting clearly and concisely, and how to do so.
- K6 How to present your opinions and the interests of those you are representing in a convincing way.
- K7 The importance of identifying and articulating any issues and problems emerging from discussions, and how to contribute to resolving them.
- K8 The importance of acknowledging information and opinions provided by other people and how to discuss these constructively.
- K9 The importance of trading concessions to arrive at consensus, and how to do so.
- K10 The importance of clarifying decisions taken on various agenda items, where necessary, and how to do so.
- K11 The importance of communicating decisions clearly, concisely, accurately and in a timely way to relevant people in your area of responsibility, and how to do so in line with any communication protocol agreed at the meeting.
- K12 How to seek and provide feedback.

Industry/sector specific knowledge and understanding

You need to know and understand:

- K13 Industry/sector requirements for participating in meetings.

Context specific knowledge and understanding

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Represent your area of responsibility in meetings

You need to know and understand:

K14 The types and sources of information relevant for the meeting.

K15 Relevant people in your area of responsibility and their interests.

Behaviours

When performing to this standard, you are likely to demonstrate the following behaviours:

- 1 Address multiple demands without losing focus or energy
- 2 Listen actively, ask questions, clarify points and restate or rephrase statements to check mutual understanding
- 3 Present information clearly, concisely, accurately and in ways that promote understanding
- 4 Keep people informed of plans and developments in a timely way
- 5 Show respect for the views and actions of others
- 6 State your own position and views clearly and confidently in conflict situations
- 7 Make effective use of existing sources of information
- 8 Check the accuracy and validity of information
- 9 Seek to understand people's needs and motivations
- 10 Communicate clearly the value and benefits of a proposed course of action
- 11 Present ideas and arguments convincingly in ways that engage people
- 12 Use a range of legitimate strategies and tactics to influence people
- 13 Work towards win-win solutions
- 14 Acknowledge differing points of view and seek to build consensus

Skills

When performing to this standard, you are likely to demonstrate the following skills:

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

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Represent your area of responsibility in meetings

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