M&LE11 Communicate information and knowledge

Overview

What this Unit is about

This Unit is about communicating information and knowledge to a wide range of people. Effective communication requires a good understanding of the people you are communicating with, their needs, motivations and ways in which they prefer to communicate. It also requires careful planning, the use of a variety of techniques to retain people's interest and attention, and flexibility to adapt the communication in response to feedback and ensure people have received and understood the information and knowledge.

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 communicate information and knowledge.

M&LE11 Communicate information and knowledge

Skills

Listed below are the main generic ‘skills’ that need to be applied in communicating information and knowledge. These skills are explicit/implicit in the detailed content of the Unit and are listed here as additional information.

- Analysing
- Assessing
- Communicating
- Decision-making
- Evaluating
- Involving others
- Obtaining feedback
- Planning
- Presenting information
- Providing feedback
- Reviewing

M&LE11 Communicate information and knowledge

Performance Criteria

You must be able to:

1. Identify the information and knowledge people need and why they need it.
2. Communicate information and knowledge only to those who have a right to it, in line with policies and legal requirements.
3. Identify how people prefer to receive information and knowledge and what media, languages, styles, timing and pace are most appropriate for communicating with them.
4. Check that the information and knowledge you are communicating is current, accurate and complete.
5. Take action to minimise any interference or disruption to your communication.
6. Communicate in ways that help people to understand the information and knowledge you are communicating and its relevance to them.
7. Use a variety of techniques to gain and maintain people's attention and interest and to help them retain information and knowledge.
8. Adjust and fine-tune your communication in response to both verbal and non-verbal feedback.
9. State the level of confidence that can be placed on the information and knowledge you are communicating; i.e. whether it is based on rigorously researched evidence, widely accepted facts or personal opinion.
10. Where you have to use jargon, technical terms or abbreviations, explain these carefully.
11. Confirm that people have received and understood the information and knowledge you have communicated.

M&LE11 Communicate information and knowledge

Behaviours

You will exhibit the following behaviours:

1. You recognise the opportunities presented by the diversity of people.
2. You identify people's information needs.
3. You listen actively, ask questions, clarify points and rephrase others' statements to check mutual understanding.
4. You identify people's preferred communication media and styles and adopt media and styles appropriate to different people and situations.
5. You present information clearly, concisely, accurately and in ways that promote understanding.
6. You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes.
7. You check the validity and reliability of information.
8. You make appropriate information and knowledge available promptly to those who need it and have a right to it.
9. You seek to understand people's needs and motivations.
10. You take timely decisions that are realistic for the situation.

M&LE11 Communicate information and knowledge

Knowledge and Understanding

You need to know and understand:

General knowledge and understanding

1 How to identify people's needs for information and knowledge and their motivations for acquiring it.

2 The importance of communicating information and knowledge only to those who have a right to it.

3 How to establish people's preferred communication media, languages, styles, timing and pace.

4 The importance of checking the currency, accuracy and completeness of the information and knowledge you are communicating, and how to do so.

5 How to take action to minimise any interference or disruption to your communication.

6 The importance of structuring your communication in ways that facilitate people's reception and understanding, and how to do so.

7 Techniques to gain and maintain people's attention and interest and to help them retain information and knowledge, and how to use a variety of relevant techniques.

8 The importance of using verbal and non-verbal feedback to help you fine-tune your communication, and how to do so.

9 The importance of communicating the level of confidence that can be placed on the information and knowledge, ie; whether it is based on rigorously researched evidence, widely accepted facts or personal opinion.

10 The importance of carefully explaining jargon, technical terms or abbreviations.

11 The importance of confirming that people have received and understood the information and knowledge you have communicated, and how to do so.

M&LE11 Communicate information and knowledge

Knowledge and Understanding

You need to know and understand:

Industry/sector specific knowledge and understanding

1 Industry/sector requirements for communicating information and knowledge.

M&LE11 Communicate information and knowledge

Knowledge and Understanding

You need to know and understand:

Context specific knowledge and understanding

1 The needs, motivations and preferences of the people you are communicating with.

2 Policies and legal requirements relating to communication.

3 Who has a right to the information and knowledge you are communicating.

4 The jargon, technical terms and abbreviations commonly used in the context in which you are working.

M&LE11 Communicate information and knowledge

Evidence Requirements

PC	**Evidence of Performance Criteria:** ♦ possible examples of evidence	Behaviours	Knowledge and Understanding		
			General	Industry specific	Context specific
PC1 PC2 PC3 PC4 PC5 PC6 PC7 PC8 PC9 PC10 PC11	**Records of your communication to others**				
	♦ notes of meetings or conversations, emails, memos and letters to identify others' need for information and knowledge and preferences for how its communicated	**1, 2, 3, 4, 9**	**1, 2, 3**	**1**	**1, 3**
	♦ examples of communication in written form through different media (emails, memos, letters, reports, no0tes or recordings of briefings and presentations) that you have prepared, using different styles and for different audiences	**1, 3, 4, 5, 6, 7, 8**	**4, 5, 6, 7, 8, 9, 10, 11**	**1**	**1, 2, 3, 4**
	♦ records of feedback from others on your communications showing, your effectiveness in communicating information and knowledge successfully	**1, 2, 3, 9**	**8, 11**	**-**	**1**
	♦ personal statement (reflections on your communications to others)	**1, 2, 3, 4, 5, 6, 7, 8, 9, 10**	**1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11**	**1**	**1, 2, 3, 4**
	♦ witness statements (comments on your communications to others)	**2, 3, 4, 5, 6, 7, 8, 9, 10**	**-**	**-**	**-**