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### Overview

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.

The unit is recommended for managers at all levels.

This unit is linked to units:

D11 Lead meetings

D17 Build and sustain collaborative relationships with other organisations

E10 Take effective decisions

E11 Communicate information and knowledge

in the overall suite of National Occupational Standards for Management and Leadership.

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## Participate in meetings

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### Performance criteria

- You must be able to:*
- P1 brief yourself on the content of the meeting, identify relevant information and clarify your opinions on various agenda items
  - P2 consult with those who have an interest in the various agenda items in order to understand and be able to represent their opinions
  - P3 clarify your objectives from the meeting – what you hope the meeting will achieve
  - P4 present relevant information to the meeting clearly and concisely
  - P5 present your opinions and the interests of those you are representing in a convincing way, providing evidence to support your case, if required
  - P6 articulate any issues and problems emerging from discussions and propose and evaluate possible solutions
  - P7 acknowledge and constructively discuss information and opinions provided by other people
  - P8 clarify decisions taken on the various agenda items, where necessary
  - P9 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

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### Knowledge and understanding

*You need to know and understand:*

#### **General knowledge and understanding**

- K1 the importance of briefing yourself on the content of the meeting
- K2 how to identify relevant information for the meeting and clarify your opinions on various agenda items
- K3 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
- K4 the importance of setting your 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 clarifying decisions taken on various agenda items, where necessary, and how to do so
- K10 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

*You need to know and understand:*

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

- K11 industry/sector requirements for participating in meetings

*You need to know and understand:*

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

- K12 the types and sources of information relevant for the meeting
- K13 people who have an interest in the various agenda items

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### Additional Information

#### Behaviours

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.

#### 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

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**Suite** Management and Leadership National Occupational Standards 2008

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