

---

## Overview

This standard is about taking sound decisions based upon a valid analysis of the best available information.

This standard is relevant to all managers and leaders.

This standard underpins many of the other standards. It links closely to all the other standards in key area *EC Manage information and knowledge* and to *DD6 Lead meetings to achieve specific objectives*.

**Performance  
criteria**

- You must be able to:*
- P1 Identify those who may be affected by the decision and their interests.
  - P2 Engage, where appropriate, those who are able to contribute to the decision-making process or will be affected by the decision.
  - P3 Establish the objectives of the decision to be taken – clarify what you are trying to achieve by taking the decision and check that everyone involved agrees.
  - P4 Identify the information you need to take the decision and the sources of this information.
  - P5 Obtain sufficient relevant information to allow you to take the decision and verify its accuracy and reliability.
  - P6 Take timely action to remedy inadequate, unreliable, contradictory or ambiguous information.
  - P7 Analyse the information to identify facts, patterns and trends that may impact on your decision.
  - P8 Identify and evaluate the range of options open to you.
  - P9 Draw conclusions supported by reasoned arguments and reliable information, clearly stating any assumptions you have made and risks that may be involved.
  - P10 Take decisions
    - P10.1 in line with your objectives
    - P10.2 within the scope of your authority
    - P10.3 consistent with values, policies and guidelines
    - P10.4 in time for necessary action to be taken.
  - P11 Obtain help and advice if
    - P11.1 you do not have adequate information
    - P11.2 the decision is outside your area of responsibility or scope of authority
    - P11.3 your decisions are likely to conflict with values, policies and guidelines.
  - P12 Communicate your decision and rationale clearly to those who are affected.

CFAM&LEC5

Use information to take effective decisions

## Knowledge and understanding

*You need to know and understand:*

### General knowledge and understanding

- K1 The importance of engaging those who are able to contribute or may be affected in the decision-making process, and how to do so.
- K2 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.
- K3 How to identify the information you need to take the decision.
- K4 How to judge whether you have sufficient, accurate, reliable and relevant information to allow you to take the decision.
- K5 How to identify if information is inadequate, unreliable, contradictory or ambiguous, and how to remedy this in a timely way.
- K6 How to analyse information to identify relevant facts, patterns and trends.
- K7 The range of options open to you and how to evaluate the options.
- K8 How to justify your conclusions.
- K9 The importance of ensuring your decisions are in line with your organisation's values, policies and guidelines.
- K10 The importance of showing any assumptions you have made and risks that may be involved, and how to do so.
- K11 The importance of taking decisions in time for necessary action to be taken.
- K12 How to communicate your decision clearly and concisely.

### Industry/sector specific knowledge and understanding

*You need to know and understand:*

- K13 Industry/sector requirements for using information to take decisions.

### Context specific knowledge and understanding

*You need to know and understand:*

- K14 People who are able to contribute to the decision-making process or will be affected by the decision.
- K15 Facts, patterns and trends that may impact on your decision.
- K16 Your organisation's policies, values and guidelines.
- K17 The scope of your authority for taking decisions and when you need to refer to someone else.

Use information to take effective decisions

K18 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.

## Use information to take effective decisions

### Behaviours

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

- 1 Present information clearly, concisely, accurately and in ways that promote understanding
- 2 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 3 Act within the limits of your authority
- 4 Show integrity, fairness and consistency in decision-making
- 5 Check the accuracy and validity of information
- 6 Seek concrete information in an ambiguous situation
- 7 Seek to understand people's needs and motivations
- 8 Identify the range of elements in a situation and how they relate to each other
- 9 Build a plausible picture from limited data
- 10 Specify the assumptions made and risks involved in understanding a situation
- 11 Test a variety of options before taking a decision
- 12 Take timely decisions that are realistic for the situation
- 13 Take decisions in uncertain situations or based on incomplete information when necessary
- 14 Take and implement difficult and/or unpopular decisions, if necessary

## Skills

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

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

## CFAM&LEC5

### Use information to take effective decisions

<b>Developed by</b>	CFA Business skills @ work
<b>Version number</b>	2.0
<b>Date approved</b>	March 2012
<b>Indicative review date</b>	March 2015
<b>Validity</b>	Current
<b>Status</b>	Original
<b>Originating organisation</b>	CFA Business skills @ work
<b>Original URN</b>	CFAM&LEC5
<b>Relevant occupations</b>	Managers and Senior Officials; Animal Facility Manager; Operations Manager; Farmer; Director; Farm Manager; Unit Manager
<b>Suite</b>	Management & Leadership; Animal Technology; Agricultural Management
<b>Key words</b>	Management & leadership; decision making