

Golf Course Manager

UNIT 41

Facilitate meetings

Overview

The aim of this unit is to provide the learner with the knowledge, understanding and skills to facilitate meetings so that objectives can be achieved.

	Learner Outcomes		Assessment Criteria
	The learner will:		The learner can:
1	be able to lead meetings	1.1	give people, appropriate to the context and purpose of the meeting, sufficient notice and information to allow them to contribute effectively
		1.2	ensure everyone attending the meeting agrees the objectives of the meeting at the start
		1.3	allocate discussion time to topics in a way which is consistent with their importance, urgency and complexity
		1.4	ensure your style of leadership helps those attending the meeting to make useful contributions
		1.5	discourage unhelpful arguments and digressions
		1.6	present information and provide summaries clearly, at appropriate points during the meeting
		1.7	ensure the meeting achieves its objectives within the allocated time
		1.8	agreed decisions and recommendations fall within the group's authority
		1.9	give clear, accurate and concise information about decisions and recommendations to those who need it

		1.10	seek feedback from those attending and use this to improve the effectiveness of future meetings
2	be able to make contributions to meetings	2.1	ensure their preparation for the meeting is sufficient to enable them to participate effectively
		2.2	consult with the people they are representing sufficiently to allow to present their views effectively
		2.3	ensure their contributions to the meeting are clear, concise and relevant
		2.4	ensure their contributions to the meeting help to clarify problems and identify and assess possible solutions
		2.5	acknowledge and discuss the contributions and viewpoints of others in a constructive manner
		2.6	give clear, accurate and concise information about decisions made at the meeting, promptly to those who need it
3	know and understand how to lead meetings	3.1	explain how to identify unhelpful arguments and digressions, and strategies that may be used to discourage these
		3.2	explain how to present information during meetings
		3.3	explain how to get and use feedback from others
		3.4	describe styles of leadership which can be used to run meetings and how to choose a style according the nature of the meeting
		3.5	describe the value and limitations of meetings as a method of exchanging information and making decisions
		3.6	explain how to determine when meetings are the most effective method of dealing with issues and possible alternatives that may be used

		3.7	describe the potential differences between meetings that are internal and those involving people from outside
		3.8	describe the purpose of agendas and how to devise agendas according to the issues, intended outcomes and time available
		3.9	describe the importance of determining the purpose and objectives of the meeting and how to do so
		3.10	describe the importance of summarising discussions and decisions during meetings and at what points this is appropriate
		3.11	explain how to manage discussions so that the objectives of the meeting are met within the allocated time
		3.12	describe the importance of ensuring decisions taken are within the authority of the meeting
		3.13	explain how to determine who are the necessary people to attend the meeting
		3.14	explain the procedures to follow when calling meetings and preparing for them
4	know and understand how to make contributions to meetings	4.1	describe the information concerning the decisions and recommendations of the meeting which need to be conveyed to others and how to ensure that this has been done effectively
		4.2	explain how to prepare for meetings according to different roles and responsibilities which they may have in relation to the meeting
		4.3	describe the importance of consulting in advance with those they are representing and how to do so

		4.4	describe the importance of making clear, concise and relevant contributions to meetings and how to ensure their contributions meet these criteria
		4.5	explain how to identify and analyse the problems discussed in meetings and make contributions capable of clarifying and resolving these
		4.6	describe the importance of constructively acknowledging the contributions and viewpoints of others and how to do so