

## UNIT SUMMARY

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### What is the unit about?

This unit is about developing working relationships with colleagues, within your own organisation and within other organisations, that are productive in terms of supporting and delivering your work and that of the overall organisation.

'Colleagues' are any people you are expected to work with, whether they are at a similar position or in other positions, including your manager.

### Who is the unit for?

The unit is recommended for team leaders and first line managers.

### 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 developing productive relationships with colleagues may be required.

### Skills

Listed below are the main generic 'skills' that need to be applied in developing productive working relationships with colleagues. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Communicating
- Managing conflict
- Empathising
- Networking
- Information management
- Leading by example
- Valuing and supporting others
- Involving others
- Providing feedback
- Obtaining feedback
- Stress management
- Prioritising

## OUTCOMES OF EFFECTIVE PERFORMANCE

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You must be able to do the following:

1. Establish working relationships with all colleagues who are relevant to the work being carried out.
2. Recognise, agree and respect the roles and responsibilities of colleagues and, particularly in situations of matrix management, their managers' requirements.
3. Understand and take account of the priorities, expectations and authority of colleagues in decisions and actions.

4. Create an environment of trust and mutual respect where you have no authority, or shared authority, over those you are working with.
5. Understand difficult situations and issues from your colleague's perspective and provide support, where necessary, to move things forward.
6. Fulfil agreements made with colleagues and let them know.
7. Advise colleagues promptly of any difficulties or where it will be impossible to fulfil agreements.
8. Identify and sort out conflicts of interest and disagreements with colleagues in ways that minimise damage to work being carried out.
9. Exchange information and resources with colleagues to make sure that all parties can work effectively.
10. Provide feedback to colleagues on their performance and seek feedback from colleagues on your own performance in order to identify areas for improvement.

## BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

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1. You present information clearly, concisely, accurately and in ways that promote understanding.
2. You seek to understand people's needs and motivations.
3. You make time available to support others.
4. You clearly agree what is expected of others and hold them to account.
5. You work to develop an atmosphere of professionalism and mutual support.
6. You model behaviour that shows respect, helpfulness and co-operation.
7. You keep promises and honour commitments.
8. You consider the impact of your own actions on others.
9. You say no to unreasonable requests.
10. You show respect for the views and actions of others.

## KNOWLEDGE AND UNDERSTANDING

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You need to know and understand the following:

### General knowledge and understanding

1. The benefits of developing productive working relationships with colleagues.
2. The importance of creating an environment of trust and mutual respect where you have no authority, or shared authority, over those you are working with.
3. The importance of understanding difficult situations and issues from your colleague's perspective and providing support, where necessary, to move things forward.

4. Principles of effective communication and how to apply them in order to communicate effectively with colleagues.
5. How to identify disagreements with colleagues and the techniques for sorting them out.
6. How to identify conflicts of interest with colleagues and the measures that can be used to manage or remove them.
7. How to take account of diversity and inclusion issues when developing working relationships with colleagues.
8. The importance of exchanging information and resources with colleagues.
9. How to get and make use of feedback on your performance from colleagues.
10. How to provide colleagues with useful feedback on their performance.

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

1. Regulations and codes of practice that apply in the industry or sector.
2. Standards of behaviour and performance in the industry or sector.
3. Working culture of the industry or sector.

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

1. Current and future work being carried out.
2. Colleagues who are relevant to the work being carried out, their work roles and responsibilities.
3. Processes within the organisation for making decisions.
4. Line management responsibilities and relationships within the organisation.
5. The organisation's values and culture.
6. Power, influence and politics within the organisation.
7. Standards of behaviour and performance expected in the organisation.
8. Information and resources that different colleagues might need.
9. Agreements with colleagues.