

Unit 320 Develop productive working relationships with colleagues

Unit summary

Developing working relationships with colleagues, within your own organisation and within other organisations.

Skills

You will apply the following skills:

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

Performance indicators

You will:

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
3. Understand and take account of the priorities, expectations, and authority of colleagues in decisions and actions
4. Fulfil agreements made with colleagues and let them know
5. Advise colleagues promptly of any difficulties or where it will be impossible to fulfil agreements
6. Identify and sort out conflicts of interest and disagreements with colleagues in ways that minimise damage to the work being carried out
7. Exchange information and resources with colleagues to make sure that all parties can work effectively

8. Provide feedback to colleagues on their performance and seek feedback from colleagues on your own performance in order to identify areas for improvement

Behaviours

- a) You present information clearly, concisely, accurately and in ways that promote understanding
- b) You seek to understand people's needs and motivations
- c) You make time available to support others
- d) You clearly agree what is expected of others and hold them to account
- e) You work to develop an atmosphere of professionalism and mutual support
- f) You model behaviour that shows respect, helpfulness and co-operation
- g) You keep promises and honour commitments
- h) You consider the impact of your own actions on others
- i) You say no to unreasonable requests
- j) You show respect for the views and actions of others

Knowledge

You will know:

General knowledge and understanding

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

Industry/sector specific knowledge and understanding

9. The regulations and codes of practice that apply in the industry or sector
10. The standards of behaviour and performance in the industry or sector
11. The working culture of the industry or sector

Context specific knowledge and understanding

12. Current and future work being carried out

13. Which colleagues are relevant to the work being carried out, their work roles and responsibilities
14. The processes within the organisation for making decisions
15. Line management responsibilities and relationships within the organisation
16. The organisation's values and culture
17. About power, influence and politics within the organisation
18. The standards of behaviour and performance expected in the organisation
19. The information and resources that different colleagues might need
20. The agreements with colleagues

Evidence Requirements

This section is aimed at the assessor and sets out the evidence requirements for this unit.

1. Evidence for this unit is generated when your candidate is carrying out real work, in a private sector organisation, not-for-profit organisation or public service organisation whether full-time or part-time, paid or voluntary.
2. A Realistic Working Environment or Simulation is not allowed for this unit.
3. Evidence must show that your candidate has consistently met the standard over a sufficient period of time for you to consider the candidate competent.
4. You may use the following assessment methods when assessing this unit:

Performance evidence	Observation	Yes
	Examination of work products	Yes
Supplementary evidence	Witness testimony	Yes
	Questions *	Yes

* This includes verbal and written questioning, questionnaires, work based tasks, reflective accounts, case studies, professional discussion and feedback reports.

5. Your candidate needs to show that they:

Record activities and agreements with work colleagues that have been completed successfully. Evidence may include:

- Notes, minutes or other records of formal and informal meetings with colleagues relating to agreements for action by the candidate and their performance in relation to these agreements
- Emails, memos and other correspondence with colleagues relating to actions the candidate has agreed to undertake and their performance in relation to these agreements
- Personal statements (reflections on the nature and effectiveness of the candidate's relationships with work colleagues and their fulfilment of their commitments to them)
- Witness statements (comments by colleagues on the nature and effectiveness of the candidate's relationships with them and the candidate's fulfilment of their commitments to them)

Record relationship difficulties or conflicts at work that they have successfully addressed and feedback the candidate has given and received. Evidence may include:

- Notes, minutes or other records of formal and informal meetings with colleagues relating to relationship difficulties or conflicts notes, minutes or other records of formal and informal meetings with colleagues relating to relationship difficulties or conflicts
- Emails, memos and other correspondence with colleagues relating to relationship difficulties or conflicts
- Notes or other records of verbal feedback and copies of memos, emails and letters the candidate has sent in which they have given feedback to colleagues
- Notes or other records of verbal feedback and copies of memos, emails and letters the candidate has received in which colleagues have given feedback to them
- Personal statements (reflections on the candidate’s ability to deal effectively with relationship difficulties or conflicts)
- Witness statements (comments by colleagues on the candidate’s ability to deal effectively with relationship difficulties or conflicts)

While generating this evidence your candidate will need to show the following behaviours:

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

6. Contingencies

Performance Indicator 5	If no difficulties arise during the assessment period, professional discussion or dedicated tasks may be used to confirm competence
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7. Evidence generated for this unit may contribute towards Unit 301:

- Communicate information
- Plan and be accountable for your work
- Improve your own performance
- Behave in a way that supports effective working

and Unit 302

- Work to achieve your organisation's purpose and values
- Apply your employment responsibilities and rights
- Support sustainability
- Support diversity
- Maintain security and confidentiality
- Assess and manage risk