

UNIT D1 DEVELOP PRODUCTIVE WORKING RELATIONSHIPS WITH COLLEAGUES

UNIT SUMMARY

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.

Who is the unit for?

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

Links with other units

This unit is closely linked to **unit D2. Develop productive working relationships with colleagues and stakeholders** in the overall suite of National Occupational Standards for management and leadership.

Skills

Listed below are the main generic 'skills' which 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

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Outcomes of effective performance

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.
- 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.

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Behaviours which underpin effective performance

- 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.

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Knowledge and understanding

You need to know and understand the following:

General knowledge and understanding

- 1 The benefits of developing productive working relationships with colleagues.
- 2 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 Regulations and codes of practice that apply in the industry or sector.
- 10 Standards of behaviour and performance in the industry or sector.
- 11 Working culture of the industry or sector.

Context specific knowledge and understanding

- 12 Current and future work being carried out.
- 13 Colleagues who are relevant to the work being carried out, their work roles and responsibilities.
- 14 Processes within the organisation for making decisions.
- 15 Line management responsibilities and relationships within the organisation.
- 16 The organisation's values and culture.

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Context specific knowledge and understanding (continued)

- 17 Power, influence and politics within the organisation.
- 18 Standards of behaviour and performance expected in the organisation.
- 19 Information and resources that different colleagues might need.
- 20 Agreements with colleagues.

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Evidence requirements

| Outcomes | Evidence of Outcomes: • possible examples of evidence | Behaviours | Knowledge and Understanding | | |
|--|---|------------------------------|-----------------------------|-------------------|---------------------------|
| | | | General | Industry specific | Context specific |
| O1 O2 O3 O4 O5 O8 | Records of activities and agreements with work colleagues that you have completed successfully: | | | | |
| | • notes, minutes or other records of formal and informal meetings with colleagues relating to agreements for action by you and your performance in relation to these agreements | a, b, c, d, e, f, g, h, i, j | 1, 2, 3, 4, 5, 6, 7, 8 | 1, 2, 3 | 1, 2, 3, 4, 5, 6, 7, 8, 9 |
| | • emails, memos and other correspondence with colleagues relating to actions you have agreed to undertake and your performance in relation to these agreements | a, b, c, d, e, f, g, h, i, j | 1, 2, 3, 4, 5, 6 | 1, 2, 3 | 1, 2, 3, 4, 5, 6, 7, 8, 9 |
| | • personal statements (reflections on the nature and effectiveness of your relationships with work colleagues and your fulfilment of your commitments to them) | e, f, g, h, i, j | 1, 2, 3, 4, 5, 6, 7 | 1, 2, 3 | 1, 2, 3, 4, 5, 6, 7, 8 |
| | • witness statements (comments by colleagues on the nature and effectiveness of your relationships with them and your fulfilment of your commitments to them) | a, b, c, d, f, g, j | - | - | - |
| O1 O2 O3 O5 O6 O7 O8 | Records of relationship difficulties or conflicts at work that you have successfully addressed and feedback you have given and received: | | | | |
| | • notes, minutes or other records of formal and informal meetings with colleagues relating to relationship difficulties or conflicts | a, b, d, e, f, g, h, i, j | 1, 2, 3, 4, 5, 6, 7, 8 | 1, 2, 3 | 1, 2, 3, 4, 5, 6, 7, 8, 9 |
| | • emails, memos and other correspondence with colleagues relating to relationship difficulties or conflicts | a, b, d, e, f, g, h, i, j | 1, 2, 3, 4, 5, 6 | 1, 2, 3 | 1, 2, 3, 4, 5, 6, 7, 8, 9 |
| | • notes or other records of verbal feedback and copies of memos, emails and letters you have sent in which you have given feedback to colleagues | a, b, c, d, e, f, h, j | 1, 2, 3, 4, 5, 6, 8 | 2, 3 | 5, 6, 7, 8 |

| Out-comes | Evidence of Outcomes: • possible examples of evidence | Behaviours | Knowledge and Understanding | | |
|---|--|------------------------|-----------------------------|-------------------|------------------------------|
| | | | General | Industry specific | Context specific |
| Records of relationship difficulties or conflicts at work that you have successfully addressed and feedback you have given and received: (continued) | | | | | |
| 01 02 03 | • notes or other records of verbal feedback and copies of memos, emails and letters you have received in which colleagues have given feedback to you | j | 1, 2, 3, 4, 5, 6, 7 | 2, 3 | 5, 6, 7 |
| 05 06 07 | • personal statements (reflections on your ability to deal effectively with relationship difficulties or conflicts) | e, f, g, h, i, j | 1, 2, 3, 4, 5, 6, 7 | 1, 2, 3 | 1, 2, 3, 4, 5, 6, 7, 8 |
| 08 | • witness statements (comments by colleagues on your ability to deal effectively with relationship difficulties or conflicts) | a, b, c, d, f, g, j | - | - | - |

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