SFJCCBF2.1
Develop productive working relationships with colleagues and stakeholders

Overview

This unit is about developing productive working relationships with colleagues, within your own organisation and within other organisations with which your organisation works, and with identified stakeholders.

It involves being aware of the roles, responsibilities, interests and concerns of colleagues and stakeholders and working with and supporting them in various ways. The need to monitor and review the effectiveness of working relationships with colleagues and stakeholders is also a key requirement of this unit.

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

For the purposes of this unit, `stakeholder' refers to individuals or organisations that have a material, legal or political interest in or who may be affected by the activities and performance of your organisation.

The unit is recommended for middle managers and senior managers.

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Performance criteria

You must be able to:

P1   identify stakeholders and the background to and nature of their interest in the activities and performance of the organisation

P2   establish working relationships with relevant colleagues and stakeholders

P3   recognise and respect the roles, responsibilities, interests and concerns of colleagues and stakeholders and, particularly in situations of matrix management, their managers' requirements

P4   create an environment of trust and mutual respect where you have no authority, or shared authority, over those you are working with

P5   understand difficult situations and issues from your colleague's perspective and provide support, where necessary, to move things forward

P6   provide colleagues and stakeholders with appropriate information to enable them to perform effectively

P7   consult colleagues and stakeholders in relation to key decisions and activities and take account of their views, including their priorities, expectations and attitudes to potential risks

P8   fulfil agreements made with colleagues and stakeholders and let them know

P9   advise colleagues and stakeholders promptly of any difficulties or where it will be impossible to fulfil agreements

P10   identify and sort out conflicts of interest and disagreements with colleagues and stakeholders in ways that minimise damage to work and activities and to the individuals and organisations involved

P11   monitor and review the effectiveness of working relationships with colleagues and stakeholders, seeking and providing feedback, in order to identify areas for improvement

P12   monitor wider developments in order to identify issues of potential interest or concern to stakeholders in the future and to identify new stakeholders

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Knowledge and understanding

You need to know and understand:

K1   the benefits of developing productive working relationships with colleagues and stakeholders

K2   different types of stakeholder and key principles which underpin the `stakeholder' concept

K3   how to identify your organisation's stakeholders, including background information and the nature of their interest in your organisation

K4   principles of effective communication and how to apply them in order to communicate effectively with colleagues and stakeholders

K5   why it is important to recognise and respect the roles, responsibilities, interests and concerns of colleagues and stakeholders

K6   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

K7   the importance of understanding difficult situations and issues from your colleague's perspective and providing support, where necessary, to move things forward

K8   how to identify and meet the information needs of colleagues and stakeholders

K9   What information it is appropriate to provide to colleagues and stakeholders and the factors that need to be taken into consideration

K10 how to consult with colleagues and stakeholders in relation to key decisions and activities

K11 the importance of taking account, and being seen to take account, of the views of colleagues and stakeholders, particularly in relation to their priorities, expectations and attitudes to potential risks

K12 why communication with colleagues and stakeholders on fulfilment of agreements or any problems affecting or preventing fulfilment is important

K13 how to identify conflicts of interest with colleagues and stakeholders and the techniques that can be used to manage or remove them

K14 how to identify disagreements with colleagues and stakeholders and the techniques for sorting them out

K15 the damage that conflicts of interest and disagreements with colleagues and stakeholders can cause to individuals and organisations

K16 how to take account of diversity and inclusion issues when developing working relationships with colleagues and stakeholders

K17 how to recognise and take account of political issues when dealing with colleagues and stakeholders

K18 how to manage the expectations of colleagues and stakeholders.

K19 how to monitor and review the effectiveness of working relationships with colleagues and stakeholders

K20 how to get and make effective use of feedback on the effectiveness of working relationships from colleagues and stakeholders

K21 how to provide colleagues and stakeholders with useful feedback on the effectiveness of working relationships

K22 the importance of monitoring wider developments in relation to stakeholders and how to do so effectively

Industry/sector specific knowledge and understanding

You need to know and understand:

K23 current and emerging political, economic, social, technological, environmental and legal developments in the industry or sector

K24 sector-specific legislation, regulations, guidelines and codes of practice

K25 standards of behaviour and performance in the industry or sector

K26 the culture of the industry or sector

K27 developments, issues and concerns of importance to stakeholders in the industry or sector

Context specific knowledge and understanding

You need to know and understand:

K28 the vision, values, objectives, plans, structure and culture of your organisation

K29 relevant colleagues, their work roles and responsibilities

K30 identified stakeholders, their background and interest in the activities and performance of the organisation

K31 agreements with colleagues and stakeholders

K32 the identified information needs of colleagues and stakeholders

K33 mechanisms for consulting with colleagues and stakeholders on key decisions and activities

K34 the organisation's planning and decision-making processes

K35 mechanisms for communicating with colleagues and stakeholders

K36 power, influence and politics within the organisation

K37 standards of behaviour and performance that are expected in the organisation

K38 mechanisms in place for monitoring and reviewing the effectiveness of working relationships with colleagues and stakeholders

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Additional Information

Behaviours

1   You present information clearly, concisely, accurately and in ways that promote understanding.
2   You show respect for the views and actions of others.
3   You seek to understand people's needs and motivations.
4   You comply with and ensure others comply with legal requirements, industry regulations, organisational policies and professional codes.
5   You create a sense of common purpose.
6   You work towards win-win solutions.
7   You show sensitivity to internal and external politics that impact on your area of work.
8   You keep promises and honour commitments.
9   You consider the impact of your own actions on others.
10   You use communication styles that are appropriate to different people and situations.
11   You work to develop an atmosphere of professionalism and mutual support.

Skills

Balancing competing needs and interest
Communicating
Consulting
Empathising
Information management
Leadership
Managing conflict
Monitoring
Networking
Obtaining feedback
Presenting information
Prioritising
Providing feedback
Problem0solving
Reviewing
Valuing and supporting others

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