# SFJPI3.1
## Develop productive working relationships with colleagues

**Overview**

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.

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

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## Performance criteria

*You must be able to:*

P1   establish working relationships with all colleagues who are relevant to the work being carried out

P2   recognise, agree and respect the roles and responsibilities of colleagues and, particularly in situations of matrix management, their managers' requirements

P3   understand and take account of the priorities, expectations and authority of colleagues in decisions and actions

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   fulfil agreements made with colleagues and let them know

P7   advise colleagues promptly of any difficulties or where it will be impossible to fulfil agreements

P8   identify and sort out conflicts of interest and disagreements with colleagues in ways that minimise damage to work being carried out

P9   exchange information and resources with colleagues to make sure that all parties can work effectively

P10   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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**Knowledge and understanding**

**General knowledge and understanding**

*You need to know and understand:*

K1 the benefits of developing productive working relationships with colleagues

K2 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

K3 the importance of understanding difficult situations and issues from your colleague's perspective and providing support, where necessary, to move things forward

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

K5 how to identify disagreements with colleagues and the techniques for sorting them out

K6 how to identify conflicts of interest with colleagues and the measures that can be used to manage or remove them

K7 how to take account of diversity and inclusion issues when developing working relationships with colleagues

K8 the importance of exchanging information and resources with colleagues

K9 how to get and make use of feedback on your performance from colleagues

K10 how to provide colleagues with useful feedback on their performance

**Industry/sector specific knowledge and understanding**

*You need to know and understand:*

K11 regulations and codes of practice that apply in the industry or sector

K12 standards of behaviour and performance in the industry or sector

K13 working culture of the industry or sector

**Context specific knowledge and understanding**

*You need to know and understand:*

K14 current and future work being carried out

K15 colleagues who are relevant to the work being carried out, their work roles and responsibilities

K16 processes within the organisation for making decisions

K17 line management responsibilities and relationships within the organisation

K18 the organisation's values and culture

K19 power, influence and politics within the organisation

K20 standards of behaviour and performance expected in the organisation

K21 information and resources that different colleagues might need

K22 agreements with colleagues

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## Additional Information

**Behaviours**

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.

**Skills**

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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