
Overview

This standard is about developing and sustaining productive working relationships with colleagues within your own organisation.

This standard is relevant to managers and leaders who work with colleagues in their own organisation but not with external stakeholders.

This standard links closely with all the other standards in key area *DD Build and sustain relationships* and also with *CFAM&LAA3 Develop and maintain your professional networks*.

**Performance
criteria**

You must be able to:

- P1 Establish working relationships with relevant colleagues within your organisation.
- P2 Recognise and respect the roles, responsibilities, interests and concerns of colleagues.
- P3 Seek to create a climate of trust and mutual respect, particularly where you have no authority, or shared authority, over those you are working with.
- P4 Seek to understand difficult situations and issues from colleagues' perspectives and provide support, where necessary, to move things forward.
- P5 Provide colleagues with appropriate information to enable them to perform effectively.
- P6 Consult colleagues in relation to key decisions and activities and take account of their views.
- P7 Fulfil agreements made with colleagues and let them know.
- P8 Advise colleagues promptly of any difficulties or where it will be impossible to fulfil agreements.
- P9 Identify and resolve conflicts of interest and disagreements with colleagues in ways that minimise damage to work activities and to the individuals involved.
- P10 Monitor and review the effectiveness of working relationships with colleagues in order to identify areas for improvement.
- P11 Seek and provide feedback in order to improve your own and your colleagues' performance.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 The benefits of developing productive working relationships with colleagues.
- K2 Principles of effective communication and how to apply them in order to communicate effectively with colleagues.
- K3 Why it is important to recognise and respect the roles, responsibilities, interests and concerns of colleagues.
- K4 The importance of creating a climate of trust and mutual respect where you have no authority, or shared authority, over those you are working with.
- K5 The importance of understanding difficult situations and issues from other perspectives and providing support, where necessary, to move things forward.
- K6 How to identify and meet the information needs of colleagues.
- K7 What information it is appropriate to provide to colleagues and the factors that need to be taken into consideration.
- K8 How to consult with colleagues in relation to key decisions and activities.
- K9 The importance of taking account, and being seen to take account, of the views of colleagues.
- K10 Why communication with colleagues on fulfilment of agreements or any problems affecting or preventing fulfilment is important.
- K11 How to identify conflicts of interest with colleagues and the techniques that can be used to manage or remove them.
- K12 How to identify disagreements with colleagues and the techniques for sorting them out.
- K13 The damage that conflicts of interest and disagreements with colleagues can cause to individuals and organisations.
- K14 How to monitor and review the effectiveness of working relationships with colleagues.
- K15 How to get and make effective use of feedback from colleagues.
- K16 How to provide colleagues with feedback designed to improve their performance.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K17 Sector-specific legislation, regulations, guidelines and codes of practice.
- K18 Standards of behaviour and performance in your industry or sector.
- K19 The culture of your industry or sector.

You need to know and understand:

Context specific knowledge and understanding

- K20 The vision, values, objectives, plans, structure and culture of your organisation.
- K21 Relevant colleagues, their work roles and responsibilities.
- K22 Agreements with colleagues.
- K23 The identified information needs of colleagues.
- K24 Mechanisms for consulting with colleagues on key decisions and activities.
- K25 Your organisation's planning and decision-making processes.
- K26 Mechanisms for communicating with colleagues.
- K27 Power, influence and politics within your organisation.
- K28 Standards of behaviour and performance that are expected in your organisation.
- K29 Mechanisms in place for monitoring and reviewing the effectiveness of working relationships with colleagues.

Behaviours

When performing to this standard, you are likely to demonstrate the following behaviours:

- 1 Identify people's preferred ways of communicating
- 2 Use communication media and styles appropriate to different people and situations
- 3 Present information clearly, concisely, accurately and in ways that promote understanding
- 4 Keep people informed of plans and developments in a timely way
- 5 Show respect for the views and actions of others
- 6 Comply with and ensure others comply with legal requirements, industry regulations, organisational policies and professional codes
- 7 Seek to understand people's needs and motivations
- 8 Clarify your own and others' expectations of relationships
- 9 Model behaviour that shows, and inspires others to show, respect, helpfulness and cooperation
- 10 Honour your commitments to others
- 11 Recognise when there are conflicts, acknowledge the feelings and views of all parties, and redirect people's energy towards a common goal
- 12 Take account of the impact of your own actions on others

Skills

When performing to this standard, you are likely to demonstrate the following skills:

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

CFAM&LDD1

Develop and sustain productive working relationships with colleagues

Developed by	CFA Business skills @ work
Version number	2.0
Date approved	March 2012
Indicative review date	March 2015
Validity	Current
Status	Original
Originating organisation	CFA Business skills @ work
Original URN	CFAM&LDD1
Relevant occupations	Managers and Senior Officials
Suite	Management & Leadership
Key words	Management & leadership; develop; sustain; productive working relationship