

## U00106

## Create and maintain effective working relationships

## Unit Descriptor:

This unit describes the competence required to ensure that teams and individuals have effective working relationships. It covers what you should be doing to gain the trust and support of colleagues and team members and to gain the trust of your immediate manager.

**The unit describes the essential abilities of:**

- Team building
- Communicating effectively

**ELEMENT****PERFORMANCE CRITERIA**

*To be competent you must achieve the following:*

- |  |   |
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| 1. Gain the trust and support of colleagues and team members | <p>1.1 Communications with <b>colleagues</b> and <b>team members</b> about proposed activities take place at appropriate times and in a manner which encourages open frank discussion.</p> <p>1.2 Colleagues and team members are sufficiently informed about organizational plans and activities.</p> <p>1.3 Commitments made to colleagues and team members are realistic and honoured.</p> <p>1.4 The manner in which colleagues and team members are treated shows respect for individuals and the need for confidentiality</p> <p>1.5 Colleagues and team members receive sufficient support to achieve work objectives.</p> <p>1.6 Evaluations of output and behavior at work are discussed with colleagues and team members promptly and directly.</p> <p>1.7 Unexpected situations are dealt with effectively and the appropriate persons are informed where necessary.</p> |
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2. Gain the trust and support of one's immediate manager
- 1.8 All work is carried out in an organized and efficient manner in accordance with organizational procedures.
  - 2.1 The immediate manager receives timely and accurate reports on activities, issues, progress, results and achievements.
  - 2.2 The **immediate manager** receives clear, accurate and timely information about emerging threats and opportunities.
  - 2.3 The immediate manager is consulted about organizational policies and ways of working at appropriate times.
  - 2.4 **Proposals** for action are realistic, clear and presented at an appropriate time.
  - 2.5 Where there are **disagreements** with the immediate manager, constructive efforts are made to resolve them.
  - 2.6 Unexpected situations are dealt with effectively and the appropriate persons informed where necessary
  - 2.7 All work is carried out in an organized and efficient manner in accordance with organizational procedures.

**RANGE STATEMENT**

*You must cover the items below:*

**Element 1: Gain the trust and support of colleagues and team members****A. Colleagues:**

- (i) persons working at a lower level
- (ii) persons working at higher level
- (iii) persons working at the same level as the individual

**B. Team Members:**

- (i) persons with whom individual works to fulfill line or functional responsibilities

**Element 2: Gain the trust and support of one's immediate manager****C. Immediate Manager:**

- (i) the person(s) to whom the individual reports
- (ii) the organization or authority to which the person reports

**D. Proposals:**

- (i) oral
- (ii) written

**E. Disagreements:**

- (i) actual
- (ii) potential

**UNDERPINNING KNOWLEDGE AND SKILLS****Working Relationships**

1. Why gaining the trust and support of colleagues and team members are important for effective performance.
2. How to encourage good working relationships and a feeling that colleagues and team members are respected.
3. Why gaining the trust and support of one's immediate manager is important to effective performance.
4. What types of emerging threats and opportunities the immediate manager needs to be informed about and the degree of urgency attached to these.

**Planning**

5. Why commitments to colleagues need to be realistic and why they should be honoured.
6. What types of support colleagues and team members may require to achieve their objectives and how to respond effectively to these needs.

**Organisational Policies and Procedures**

7. What types of organizational policies and ways of working the manager needs to be informed about and what the appropriate methods of doing so are.

**Communication**

7. How to select appropriate times, methods and styles of consultation according to a range of issues and contexts.
8. What range of issues about which colleagues and team members need to be informed.
9. What range of communication methods is available and how to select methods appropriate to a range of issues and contexts.
10. Which types of information concerning colleagues and team members need to be treated confidentially and what procedures need to be followed to achieve this.
11. How to provide feedback in a way which will lead to a constructive outcome.
12. What types of disagreements may occur with the immediate manager and what are the methods of handling these in an appropriate manner.
13. Why the immediate manager needs to be kept informed of activities, progress, results and achievements.

**Communication.../Cont'd**

14. What range of communication methods can be used to keep the immediate manager informed and how to select an appropriate method according to the range of issues and contexts.
15. Which types of information concerning colleagues and team members need to be treated confidentially and what procedures need to be followed to achieve this.
16. How to provide feedback in a way which will lead to a constructive outcome.

**EVIDENCE GUIDE****(1) Critical Aspects of Evidence**

You must provide evidence that shows you have met the performance criteria over a sufficient period of time for your assessor to consider that you are competent.

It is essential that competence be demonstrated in the following aspects:

**Element 1: Gain the trust and support of colleagues and team members**

Totally through performance evidence in the form of observation and/or products of work or by performance evidence to cover all of the performance criteria and a minimum of:

- 2 items from the range of A
- 1 item from the range of B

**Element 2: Gain the trust and support of one's immediate manager**

By performance evidence to cover **all** of the performance criteria and a minimum of:

- 1 item from the range of C
- 1 item from the range of D
- 1 item from the range of E

*The following applies to Elements 1 and 2:*

By supplementary evidence in the form of questioning, and/or personal statement and/or witness testimony to cover the rest of the range.

Evidence to cover underpinning knowledge should be assessed using questioning which may be oral, written or using visual aids.

Performance evidence should be demonstrated on at least two (2) occasions.

**(2) Methods of Assessment**

**Performance Evidence** for this unit could include:

- Observation record by your assessor of you presenting progress reports to, and consulting with those to whom you report.
- Notes and minutes of relevant meetings.
- Papers you have produced.
- Your appraisal reports.
- Documented feedback from those to whom you report.

**Supplementary evidence** for this unit could include:

- Answers to written or oral questions from your assessors.
- Personal statements describing how you resolved disagreements with those to whom you report.
- Witness testimony from those to whom you report on how you enhanced their trust and support.

**Knowledge and understanding evidence** for this unit could include:

- Answers to questions given to you by your assessor.

**(3) Context of Assessment**

Your evidence should be collected when you are dealing with real customers, whether internal or external to the organisation:

- when carrying out a real job, whether paid or voluntary;
- in a realistic working environment;
- in a work placement
- Simulation is **not** allowed for any performance evidence within this unit.