

## **U29003: Develop productive working relationships with colleagues**

### Unit Descriptor:

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 set a similar position or in other positions.

### **PERFORMANCE CRITERIA**

### **BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE**

*To be competent you must achieve the following:*

*This element requires that you:*

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|--|---|
| 1. Establish working relationships with all colleagues who are relevant to the work being carried out.                                       | a. Present information clearly, concisely, accurately and in ways that promote understanding. |
| 2. Recognise, agree and respect the roles and responsibilities of colleagues.  | b. Seek to understand people’s needs and motivations.   |
| 3. Understand and take account of the priorities, expectations, and authority of colleagues in decisions and actions.                        | c. Make time available to support others.   |
| 4. Fulfill agreements made with colleagues and let them know.  | d. Clearly agree what is expected of others and hold them to account.                         |
| 5. Advise colleagues promptly of any difficulties or where it will be impossible to fulfill agreements.                                      | e. Work to develop an atmosphere of professionalism and mutual support.                       |
| 6. Identify and sort out conflicts of interest and disagreements with colleagues in ways that minimise damage to the work being carried out. | f. Model behaviour that shows respect, helpfulness and co-operation.                          |
| 7. Exchange information and resources with colleagues to make sure that all parties can work effectively.                                    | g. Keep promises and honour commitments.  |

8. Provide feedback to colleagues on their performance and seek feedback from colleagues on your own performance in order to identify areas for improvement.
  - h. Consider the impact of your own actions on others.
  - i. Say no to unreasonable requests.
  - j. Show respect for the views and actions of others.
  - k. Communicate in a timely manner.

## **UNDERPINNING KNOWLEDGE**

### **General knowledge and understanding**

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*You need to understand:*

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 on their performance from colleagues.
8. How to provide colleagues with useful feedback on their performance.

### **Industry/sector specific knowledge and understanding**

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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 of sector.

**UNDERPINNING KNOWLEDGE (continued)****Context specific knowledge and understanding**

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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.
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.

## EVIDENCE REQUIREMENTS

### 1. Critical Aspects of Evidence

Performance Criteria	Evidence of Performance Criteria: • possible examples of evidence	Behaviours	Knowledge and Understanding		
			General	Industry specific	Context specific
O1 O2 O3 O4 O5 O8	<b>Records of activities and agreements with work colleagues that you have completed successfully:</b>				
	• 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, k	1, 2, 3 4, 5, 6 7, 8	9,10,11	12, 13, 14, 15, 16, 17, 18, 19, 20
	• 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, k	1, 2, 3 4, 5, 6	9,10,11	12, 13, 14, 15, 16, 17, 18, 19, 20
	• personal statements (reflections on the nature and effectiveness of your relationships with work colleagues and your fulfillment of your commitments to them)	e, f, g, h, i, j	1, 2, 3 4, 5, 6, 7	9,10,11	12, 13, 14, 15, 16, 17, 18, 19
	• witness statements (comments by colleagues on the nature and effectiveness of your relationships with them and your fulfillment of your commitments to them)	a, b, c, d, f g, j	-	-	-
O1 O2 O3 O5 O6 O7 O8	<b>Records of relationship difficulties or conflicts at work that you have successfully addressed and feedback you have given and received:</b>				
	• notes, minutes or other records of formal or informal meetings with colleagues relating to relationship difficulties or conflicts	a, b, d, e, f g, h, i, j, k	1, 2, 3, 4 5, 6, 7, 8	9,10,11	12, 13, 14, 15, 16, 17, 18, 19, 20
	• emails, memos and other correspondence with colleagues relating to relationship difficulties or conflicts	a, b, d, e, f g, h, i, j, k	1, 2, 3, 4 5, 6	9, 10, 11	12, 13, 14, 15, 16, 17, 18, 19, 20
	• 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	10,11	16, 17, 18, 19

**EVIDENCE REQUIREMENTS (continued)**

Performance Criteria	Evidence of Performance Criteria: • possible examples of evidence	Behaviours	Knowledge and Understanding		
			General	Industry specific	Context specific
<b>Records of relationship difficulties or conflicts at work that you have successfully addressed and feedback you have given and received (continued):</b>					
O1 O2	• 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	10,11	16, 17, 18
O3 O5 O6 O7 O8	• 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	9,10,11	12, 13, 14, 15, 16, 17, 18, 19
	• witness statements (comments by colleagues on your ability to deal effectively with relationship difficulties or conflicts)	a, b, c, d, f g, j	-	-	-

**2. Methods of Assessment**

A combination of direct performance evidence (e.g. observation of performance and products of work) and supplementary evidence as witness testimony, personal statements, professional discussion and questioning.

**3. Context of Assessment**

The unit should be assessed using evidence from the workplace. Simulation is **not** allowed.

**4. Links to other units**

Nil.