

Introduction

Summary

Managers are expected to develop working and business relationships with colleagues, within their own organisation and within other organisations. Managers should form relationships that are productive and effective in delivering the work of the organisation.

'Colleagues' are any people who work with the manager, whether they are at a similar position in the organisation or in other positions. The employment status of the colleagues covers the spectrum from full time paid employees to part-time unpaid volunteers.

This unit is taken from the generic standards developed by the Management Standards Centre where it appears as unit D1.

The unit is divided into two parts.

The first part (page 2) describes what you have to do and how you should behave.

The second part (page 3) describes the knowledge and understanding you must have.

Target Group

The unit is recommended for first line managers and others operating at that level.

The National Standard**Outcomes**

You must:

1. Establish working relationships with all colleagues who are relevant to the work being carried out.
2. Recognise, agree and respect the roles and responsibilities of colleagues.
3. Understand and take account of the priorities, expectations, and authority of colleagues in decisions and actions.
4. Fulfil agreements made with colleagues and let them know.
5. Advise colleagues promptly of any difficulties or where it will be impossible to fulfil agreements.
6. Identify and sort out conflicts of interest and disagreements with colleagues in ways that minimise damage to the work being carried out.
7. Exchange information and resources with colleagues to make sure that all parties can work effectively.
8. Provide feedback to colleagues on their performance and seek feedback from colleagues on your own performance in order to identify areas for improvement.

Behaviours

You must show you are consistently:

1. presenting information clearly, concisely, accurately and in ways that promote understanding.
2. seeking to understand people's needs and motivations.
3. making time available to support others.
4. clearly agreeing what is expected of others and holding them to account.
5. working to develop an atmosphere of professionalism and mutual support.
6. modelling behaviour that shows respect, helpfulness and co-operation.
7. keeping promises and honour commitments.
8. considering the impact of your own actions on others.
9. saying no to unreasonable requests.
10. showing respect for the views and actions of others.

What you must know and understand

To be competent in this unit, you must know and understand the following

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 How to identify disagreements with colleagues and the techniques for sorting them out.
- K4 How to identify conflicts of interest with colleagues and the measures that can be used to manage or remove them.
- K5 How to take account of diversity issues when developing working relationships with colleagues.
- K6 The importance of exchanging information and resources with colleagues.
- K7 How to get and make use of feedback on your performance from colleagues.
- K8 How to provide colleagues with useful feedback on their performance.

Sector Specific Knowledge and Understanding

- K9 Regulations and codes of practice that apply in the industry or sector.
- K10 Standards of behaviour and performance in the industry or sector.
- K11 Working culture of the industry or sector.

Knowledge and Understanding Relevant to Your Organisation

- K12 Current and future work being carried out.
- K13 Colleagues who are relevant to the work being carried out, their work roles and responsibilities.
- K14 Processes within the organisation for making decisions.
- K15 Line management responsibilities and relationships within the organisation.
- K16 The organisation's values and culture.
- K17 Power, influence and politics within the organisation.
- K18 Standards of behaviour and performance expected in the organisation.
- K19 Information and resources that different colleagues might need.
- K20 Agreements with colleagues.