

# A311 Develop productive working relationships with colleagues and stakeholders

## Introduction

### Summary

This unit is about developing productive working relationships with colleagues, within your own organisation and within other organisations with which your organisation works, and with identified stakeholders. It involves being aware of the roles, responsibilities, interests and concerns of colleagues and stakeholders and working with and supporting them in various ways. The need to monitor and review the effectiveness of working relationships with colleagues and stakeholders is also a key requirement of this unit.

'Colleagues' are any people you are expected to work with, whether they are at a similar position or in other positions in terms of level of responsibility. For the purposes of this unit, 'Stakeholder' refers to individuals or organisations that have a material, legal or political interest in or who may be affected by the activities and performance of your organisation.

**This unit is taken from the generic standards developed by the Management Standards Centre where it appears as unit D2.**

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 (pages 3-4) describes the knowledge and understanding you must have.

### Target Group

The unit is recommended for people working in management or development at middle manager level.

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## The National Standard

### Outcomes

*You must:*

1. Identify stakeholders and the background to and nature of their interest in the activities and performance of the organisation.
2. Establish working relationships with relevant colleagues and stakeholders.
3. Recognise and respect the roles, responsibilities, interests and concerns of colleagues and stakeholders.
4. Provide colleagues and stakeholders with appropriate information to enable them to perform effectively.
5. Consult colleagues and stakeholders in relation to key decisions and activities and take account of their views, including their priorities, expectations and attitudes to potential risks.
6. Fulfil agreements made with colleagues and stakeholders and let them know.
7. Advise colleagues and stakeholders promptly of any difficulties or where it will be impossible to fulfil agreements.
8. Identify and sort out conflicts of interest and disagreements with colleagues and stakeholders in ways that minimise damage to work and activities and to the individuals and organisations involved.
9. Monitor and review the effectiveness of working relationships with colleagues and stakeholders, seeking and providing feedback, in order to identify areas for improvement.
10. Monitor wider developments in order to identify issues of potential interest or concern to stakeholders in the future and to identify new stakeholders.

### Behaviours

*You must show you are consistently:*

1. presenting information clearly, concisely, accurately and in ways that promote understanding.
2. showing respect for the views and actions of others.
3. seeking to understand people's needs and motivations.
4. complying with and ensure others comply with legal requirements, industry regulations, organisational policies and professional codes.
5. creating a sense of common purpose.
6. working towards win-win solutions.
7. showing sensitivity to internal and external politics that impact on your area of work.
8. keeping promises and honouring commitments.
9. considering the impact of your own actions on others.
10. using communication styles that are appropriate to different people and situations.
11. working to develop an atmosphere of professionalism and mutual support.

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## 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 and stakeholders.
- K2 Different types of stakeholder and key principles which underpin the 'stakeholder' concept.
- K3 How to identify your organisation's stakeholders, including background information and the nature of their interest in your organisation.
- K4 Principles of effective communication and how to apply them in order to communicate effectively with colleagues and stakeholders.
- K5 Why it is important to recognise and respect the roles, responsibilities, interests and concerns of colleagues and stakeholders.
- K6 How to identify and meet the information needs of colleagues and stakeholders.
- K7 What information it is appropriate to provide to colleagues and stakeholders and the factors that need to be taken into consideration.
- K8 How to consult with colleagues and stakeholders in relation to key decisions and activities.
- K9 The importance of taking account, and being seen to take account, of the views of colleagues and stakeholders, particularly in relation to their priorities, expectations and attitudes to potential risks.
- K10 Why communication with colleagues and stakeholders on fulfilment of agreements or any problems affecting or preventing fulfilment is important.
- K11 How to identify conflicts of interest with colleagues and stakeholders and the techniques that can be used to manage or remove them.
- K12 How to identify disagreements with colleagues and stakeholders and the techniques for sorting them out.
- K13 The damage which conflicts of interest and disagreements with colleagues and stakeholders can cause to individuals and organisations.
- K14 How to take account of diversity issues when developing working relationships with colleagues and stakeholders.
- K15 How to recognise and take account of political issues when dealing with colleagues and stakeholders.
- K16 How to manage the expectations of colleagues and stakeholders.

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K17 How to monitor and review the effectiveness of working relationships with colleagues and stakeholders.

How to get and make effective use of feedback on the effectiveness of working relationships from colleagues and stakeholders.

K18 How to provide colleagues and stakeholders with useful feedback on the effectiveness of working relationships.

K19 The importance of monitoring wider developments in relation to stakeholders and how to do so effectively.

## **Sport and Recreation Specific Knowledge and Understanding**

K20 Current and emerging political, economic, social, technological, environmental and legal developments in the industry or sector.

K21 Sector-specific legislation, regulations, guidelines and codes of practice.

K22 Standards of behaviour and performance in the industry or sector.

K23 The culture of the industry or sector.

K24 Developments, issues and concerns of importance to stakeholders in the industry or sector.

## **Knowledge and Understanding Relevant to Your Organisation**

K25 The vision, values, objectives, plans, structure and culture of your organisation.

K26 Relevant colleagues, their work roles and responsibilities.

K27 Identified stakeholders, their background and interest in the activities and performance of the organisation.

K28 Agreements with colleagues and stakeholders.

K29 The identified information needs of colleagues and stakeholders.

K30 Mechanisms for consulting with colleagues and stakeholders on key decisions and activities.

K31 The organisation's planning and decision making processes.

K32 Mechanisms for communicating with colleagues and stakeholders.

K33 Power, influence and politics within the organisation.

K34 Standards of behaviour and performance that are expected in the organisation.

Mechanisms in place for monitoring and reviewing the effectiveness of working relationships with colleagues and stakeholders