

Introduction**What is this unit about?**

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 in a similar position or in other positions.

Who is this unit for?

The unit is recommended for people such as supervisors of nursery settings or those contributing to managing settings or services for children and families where the primary focus is children's care, learning and development.

Principles and values

You must work within the principles and values of the sector in order to achieve this unit.

Origin of unit

This unit originates from the National Occupational Standards for Management and Leadership D1.

Content of unit

This unit is not divided into individual elements.

Place in the NVQ/SVQ framework

This unit is a group 2 option unit in the Level 3 NVQ/SVQ in Children's Care, Learning and Development.

Skills

Listed below are the main generic 'skills' which need to be applied in developing productive working relationships with colleagues. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

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

Links to Key and Core Skills

This unit may provide evidence for the following:

| Key Skills | Core Skills |
|------------------------------------|---------------------------------|
| Communication: 3.1a, 3.2, 3.3 | Communication: Intermediate 2 |
| Working with Others: 4.1, 4.2, 4.3 | Working with Others: Higher |
| Problem Solving: 3.1, 3.2, 3.3 | Problem Solving: Intermediate 2 |

Develop productive working relationships with colleagues**Outcomes of effective performance**

This is the National Standard which you must meet:

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 which underpin effective performance

1. You present information clearly, concisely, accurately and in ways that promote understanding
2. You seek to understand people's needs and motivations
3. You make time available to support others
4. You clearly agree what is expected of others and hold them to account
5. You work to develop an atmosphere of professionalism and mutual support
6. You model behaviour that shows respect, helpfulness and co-operation
7. You keep promises and honour commitments
8. You consider the impact of your own actions on others
9. You say no to unreasonable requests
10. You show 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

| | |
|---------------|--|
| 338K01 | The benefits of developing productive working relationships with colleagues |
| 338K02 | Principles of effective communication and how to apply them in order to communicate effectively with colleagues |
| 338K03 | How to identify disagreements with colleagues and the techniques for sorting them out |
| 338K04 | How to identify conflicts of interest with colleagues and the measures that can be used to manage or remove them |
| 338K05 | How to take account of diversity issues when developing working relationships with colleagues |
| 338K06 | The importance of exchanging information and resources with colleagues |
| 338K07 | How to get and make use of feedback on your performance from colleagues |
| 338K08 | How to provide colleagues with useful feedback on their performance |

| | |
|---|--|
| Sector specific knowledge and understanding | |
| 338K09 | Regulations and codes of practice that apply in the industry or sector |
| 338K10 | Standards of behaviour and performance in the sector |
| 338K11 | Working culture, values and principles of the sector |
| Context specific knowledge and understanding | |
| 338K12 | Current and future work being carried out |
| 338K13 | Colleagues who are relevant to the work being carried out, their work roles and responsibilities |
| 338K14 | Processes within the organisation for making decisions |
| 338K15 | Line management responsibilities and relationships within the organisation |
| 338K16 | The organisation's values and culture |
| 338K17 | Power, influence and politics within the organisation |
| 338K18 | Standards of behaviour and performance expected in the organisation |
| 338K19 | Information and resources that different colleagues might need |
| 338K20 | Agreements with colleagues |