

ASTLRC4

Create effective working relationships



Overview

This unit comes from the Management National Occupational Standards

This unit is about creating and maintaining effective working relationships with your manager, team members and other colleagues within your organisation.

ASTLRC4

Create effective working relationships

Performance criteria

Gain the trust and support of colleagues and team members

- You must be able to:*
- P1 consult with **colleagues** and team members about proposed activities at appropriate times and in a manner which encourages open, frank discussion
 - P2 keep **colleagues** and team members informed about organisational plans and activities
 - P3 honour commitments you make to **colleagues** and team members
 - P4 treat colleagues and team members in a manner which shows your respect for individuals and the need for confidentiality
 - P5 give **colleagues** and team members sufficient support for them to achieve their work objectives
 - P6 discuss your evaluation of their work and behaviour directly with the **colleagues** and team members concerned

Gain the trust and support of your manager

- You must be able to:*
- P7 give your manager timely and accurate reports on activities, progress, results and achievements
 - P8 give your manager clear, accurate and timely information about emerging threats and opportunities
 - P9 consult your manager about organisational policies and ways of working at appropriate times
 - P10 ensure the your **proposals** for action are clear and realistic
 - P11 present your **proposals** for action to your manager at appropriate times
 - P12 make constructive efforts to resolve disagreements with your manager

Minimise conflict in your team

- You must be able to:*
- P13 inform team members of the standards of work and behaviour which you expect, in a manner and at a level and pace appropriate to the individuals concerned
 - P14 provide appropriate opportunities for team members to discuss **problems** which directly or indirectly affect their work
 - P15 take account promptly to deal with conflict between team members
 - P16 inform relevant people about conflicts outside your area of responsibility
 - P17 ensure that the way you resolve conflict minimises disruption to work and discord between team members
 - P18 ensure that records of conflicts are accurate and comply with requirements for confidentiality and other organisational policies

ASTLRC4

Create effective working relationships

Knowledge and understanding

You need to know and understand:

Gain the trust and support of colleagues and team members

- K1 how to consult colleagues in a way which encourages open and frank discussion
- K2 how to select communication methods appropriate to the issues and contexts
- K3 the importance of effective communication methods to productive working relationships
- K4 the importance of discussing evaluations of output and behaviour at work promptly and directly with those concerned
- K5 how to provide feedback in a way which will lead to a constructive outcome
- K6 the types of information concerning colleagues which you need to treat confidentially, and procedures to follow
- K7 the organisational plans and activities, emerging threats and opportunities, which are relevant to the work of colleagues and about which they need to be informed
- K8 the support colleagues may require to achieve their objectives and how to provide this support
- K9 how people work in groups
- K10 strategies and styles of working which encourage effective working relationships
- K11 the importance of honouring commitments to colleagues
- K12 the importance of showing respect to colleagues and how to do this

Gain the trust and support of your manager

You need to know and understand:

- K13 the importance of keeping your manager informed of activities, progress, results and achievements and how to do this
- K14 how to develop and present proposals in ways which are realistic, clear and likely to influence your manager positively
- K15 the management structures, lines of accountability and control in your organisation
- K16 the types of emerging threats and opportunities about which your manager needs to be informed
- K17 the types of organisational policies and ways of working about which you need to consult with your manager and how to do this
- K18 strategies and styles of working which encourage effective working relationships
- K19 methods of handling disagreements with your manager in a constructive manner

ASTLRC4

Create effective working relationships

Minimise conflict in your team

You need to know and understand:

- K20 the importance of maintaining accurate records of conflicts and their outcomes
- K21 the information regarding conflicts which must be treated confidentially and the people who may, and may not be informed
- K22 the people to inform when conflicts are outside your area of responsibility
- K23 the organisational requirements regarding the handling of conflict and its resolution
- K24 situations, behaviour and interactions between people which encourage conflict
- K25 how to minimise conflict between people at work
- K26 the importance of keeping people regularly informed of expected standards of work and behaviour
- K27 how to inform people of the standards and behaviour you expect of them
- K28 the importance of giving people opportunities to discuss problems affecting their work and how to provide such opportunities
- K29 how to identify potential conflict between individuals in your organisation
- K30 types of conflict which may occur between people at work and action to take in response to these which will minimise disruption to work

ASTLRC4

Create effective working relationships

Additional Information

Scope/range

Gain the trust and support of colleagues and team members

- 1 gaining the trust and support of the following types of **colleagues**:
 - 1.1 those working at the same level as you
 - 1.2 those working at a higher level than you
 - 1.3 those working at a lower level than you
- 2 gaining the trust and support of the following types of **team members**:
 - 2.1 people for whom you have a line management responsibility
 - 2.2 people for whom you have functional responsibility

Gain the trust and support of your manager

- 3 presenting **proposals** in the following forms:
 - 3.1 spoken
 - 3.2 written

Minimise conflict in your team

- 4 discussing **problems** which are:
 - 4.1 work related
 - 4.2 personal

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