Overview

This standard is about developing and sustaining productive working relationships with colleagues and stakeholders. ‘Colleagues’ are people you are expected to work with, whether they are in a similar position or in other positions in terms of level of responsibility and authority. They include people in your organisation and people you work with in other organisations. ‘Stakeholders’ are 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 or the client organisation. They include people both within the client organisation and external stakeholders, such as the client organisation’s strategic partners, clients and suppliers. The standard 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 standard.

It is for all consultants, whatever profession or sector they are working in and whether they work as external or internal consultants.
Develop and sustain relationships with colleagues and stakeholders

Performance criteria

You must be able to:

P1 identify stakeholders and their potential impact on the activities and performance of your organisation or your client's organisation
P2 establish working relationships with relevant colleagues and stakeholders
P3 recognise and respect the roles, responsibilities, interests and concerns of colleagues and stakeholders
P4 provide colleagues and stakeholders with appropriate information to enable them to perform effectively
P5 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
P6 fulfil agreements made with colleagues and stakeholders and keep them informed
P7 advise colleagues and stakeholders promptly of any significant difficulties or where it will be impossible to fulfil agreements
P8 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
P9 monitor and review the effectiveness of working relationships with colleagues and stakeholders, seeking and providing feedback, in order to identify areas for improvement
P10 monitor wider developments in order to identify issues of potential interest or concern to stakeholders in the future and to identify new stakeholders
Knowledge and understanding

You need to know and understand:

Principles, methods, tools and techniques relating to:
K1 communication
K2 conflict management
K3 developing an atmosphere of professionalism and mutual respect
K4 establishing, developing and sustaining working relationships
K5 evaluation
K6 identifying stakeholders and their diverse interests, needs, abilities and preferences
K7 information management and confidentiality
K8 providing feedback

Industry/sector specific knowledge and understanding
K9 relevant industry/sector specific knowledge and information on trends and developments
K10 relevant industry/sector specific legal, regulatory, professional and ethical requirements

Context specific knowledge and understanding
K11 key political, economic, social, technological, legal and environmental factors
K12 knowledge and information on trends and developments in your professional/specialist/technical area
K13 knowledge and understanding of the type and stage of growth of the organisation you are working with
K14 relevant policies, procedures and requirements of your organisation
K15 relevant policies, procedures and requirements of the client organisation
K16 your own knowledge, skills and competence and the limits of these
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Additional Information

Behaviours

1. Adopt communication media and styles appropriate to people and situations
2. Present information clearly, concisely, accurately and in ways that promote
3. Show respect for the views and actions of others
4. Comply with legal requirements, industry regulations, organisational policies and professional codes
5. Seek to understand people's needs and motivations
6. Work towards win-win solutions
7. Create a sense of common purpose
8. Show sensitivity to internal and external politics that impact on your own area of work
9. Work to develop an atmosphere of professionalism, mutual support and respect
10. Keep promises and honour commitments
11. Consider the impact of your own actions on others

Links to other NOS

This standard links closely with A2 Develop and sustain relationships with clients and D3 Develop your professional networks. This standard is based on D2 Develop productive working relationships with colleagues and stakeholders from the Management and Leadership standards, and is designed to provide full credit transfer.
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CFA Business Skills @ Work

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Current

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### Relevant occupations
- Business, Administration and Law; Information and Communication Technology; Arts, Media and Publishing; Health, Public Services and Care; Associate Professionals and Technical Occupations; Social sciences; Education and training; Preparation for life and work; IT Service Delivery Occupations; Health Associate Professionals; Protective Service Occupations; Media Associate Professionals; Government and Related Organisations; Finance; Communications; General; Business and Finance Associate Professionals; Public Service and Other Associate Professionals;

### Suite
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