

# COGPOLY45

## Establish and maintain effective working relationships in polymer processing and related operations



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### Overview

This unit is about establishing and maintaining effective working relationships with your manager, team members and other colleagues within your organisation. It also involves minimising the potential for conflict and dealing with conflicts when they arise.

This unit deals with the following:

1. Establish and maintain effective working relationships with colleagues
2. Gain the trust and support of your manager
3. Minimise inter-personal conflict

During this work you must take account of the relevant operational requirements and safe working practices AS THEY APPLY TO YOU.

### Previous Version

Adapted from Unit M7 of Polymer Processing and Related Operations NOS – version November 2004.

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### Performance criteria

- You must be able to:*
- P1 consult with colleagues about proposed activities at appropriate times and in a manner which encourages open, frank discussion
  - P2 keep colleagues informed about organisational plans and activities
  - P3 honour the commitments you make to colleagues
  - P4 treat colleagues in a manner which shows your respect for individuals and the need for confidentiality
  - P5 support colleagues in achieving their work objectives within the available time, resources and the limits of your job role
  - P6 give your manager timely and accurate reports on activities, progress, results and achievements
  - P7 give your manager clear, accurate and timely information about emerging threats and opportunities
  - P8 consult your manager about organisational policies and ways of working at appropriate times
  - P9 make clear and realistic proposals for action
  - P10 present your proposals for action to your manager at appropriate times
  - P11 make constructive efforts to resolve any disagreements you may have with your manager
  - P12 openly discuss acceptable standards of work and behaviour with colleagues, in a manner and at a level and pace appropriate to the individuals concerned
  - P13 provide appropriate opportunities for colleagues to discuss problems which directly or indirectly affect their work
  - P14 take action promptly to deal with conflict between colleagues
  - P15 inform relevant people about conflicts outside your area of responsibility
  - P16 resolve conflict in a way that minimises disruption to work and discord between colleagues
  - P17 accurately record conflicts and their outcomes to comply with requirements for confidentiality and other organisational policies

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### Knowledge and understanding

*You need to know and understand:*

- K1 how to consult with colleagues in a way which encourages open and frank discussions
- 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 keeping your manager informed of activities, progress, results and achievements and how to do this
- K5 how to develop and present proposals in ways which are realistic, clear and likely to influence your manager positively
- K6 the types of information concerning colleagues which you need to treat confidentially and procedures to follow
- K7 the importance of maintaining accurate records of conflicts and their outcomes
- K8 the information regarding conflicts which must be treated confidentially and the people who may and may not be informed
- K9 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
- K10 the management structures, lines of accountability and control in your organisation
- K11 the types of emerging threats and opportunities about which your manager needs to be informed
- K12 the types of organisational policies and ways of working about which you need to consult with your manager and how to do this
- K13 the people to inform when conflicts are outside your area of responsibility
- K14 the organisational requirements regarding the handling of conflict and its resolution
- K15 the support colleagues may require to achieve their objectives and how to provide this support
- K16 how people work in groups
- K17 strategies and styles of working which encourage effective working relationships
- K18 the importance of honouring commitments to colleagues
- K19 the importance of showing respect for colleagues and how to do this
- K20 strategies and styles of working which encourage effective working relationships
- K21 methods of handling disagreements with your manager in a constructive manner

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- K22 situations, behaviour and interactions between people which encourage conflict
- K23 how to minimise conflict between people at work
- K24 the importance of keeping people regularly informed of expected standards of work and behaviour
- K25 how to inform people of the standards and behaviour you expect of them
- K26 the importance of giving people opportunities to discuss problems affecting their work and how to provide such opportunities
- K27 how to identify potential conflict between individuals in your organisation
- K28 types of conflict which may occur between people at work and action to take in response to these which will minimise disruption to work

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### Additional Information

#### Glossary

##### **Colleagues**

Those working at the same level as you, those working at a higher level than you and those working at a lower level than you

##### **Manager**

The person(s) to whom you report or the organisation or authority to which you report

##### **Proposals**

Oral or written

##### **Problems**

Work related or personal

##### **Conflict**

Between yourself and a colleague, between colleagues

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