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**Overview**

This standard is about establishing and maintaining effective working relationships with participants, colleagues and others

This standard covers two main outcomes. These are:

- 1 establish and maintain effective working relationships with participants, colleagues and others
- 2 work effectively with colleagues and others

This standard is for staff with some experience working in the outdoors that are capable of working without direct supervision. They may have some day-to-day responsibility for the work of less experienced staff members and or work in teams.

**Performance  
criteria**

**Establish and maintain effective working relationships with participants, colleagues and others**

- You must be able to:
- P1 establish and maintain communication with **participants, colleagues** and **others** following organisational procedures
  - P2 express your enthusiasm for the outdoors and outdoor adventure with **participants, colleagues** and **others**
  - P3 motivate **participants** and build their confidence
  - P4 communicate whilst respecting confidentiality
  - P5 adapt your style of working to meet changing needs
  - P6 recognise and take action related to participants' **limits**
  - P7 promote an ethos of valuing diversity, challenge, discrimination and inclusiveness
  - P8 deal with conflict according to organisational regulations and procedures
  - P9 follow ethical guidelines

**Work effectively with colleagues and others**

- You must be able to:
- P10 present a positive image of yourself and your organisation to **others**
  - P11 negotiate and agree common objectives with others
  - P12 plan with **colleagues** and **others** and agree individual roles
  - P13 achieve objectives through effective team work
  - P14 negotiate and agree changes to the session or programme plans
  - P15 ask for **support** from **colleagues** and **others** when required
  - P16 create and use opportunities for review of effective working
  - P17 provide constructive **feedback** to **colleagues** and **others**
  - P18 encourage and receive **feedback** from **colleagues** and **others**
  - P19 use feedback to improve working with **colleagues** and **others**
  - P20 delegate responsibilities effectively and safely to **colleagues** and **others**
  - P21 monitor **colleagues'** work
  - P22 measure performance against agreed objectives of the session or programme
  - P23 provide **support** to **colleagues** and **others**

**Knowledge and understanding**

**Establish and maintain effective working relationships with participants, colleagues and others**

You need to know and understand:

- K1 relevant legal, ethical and professional requirements and organisational procedures
- K2 the importance of trust, openness and honesty when working with participants, colleagues and others
- K3 the importance of encouraging and motivating participants and others and building their self-confidence
- K4 the importance of effective communication with participants, colleagues and others
- K5 why it is important to be able to adopt **different styles** according to different situations and needs
- K6 the importance of recognising and responding to physical and emotional limits that apply to participants and others
- K7 the types of diversity that you are likely to encounter when working with participants, colleagues and others
- K8 why diversity amongst participants, colleagues and others is important and should be respected and built on
- K9 types of discrimination that may happen and how to challenge these effectively
- K10 types of conflict you are likely to encounter when working with participants and others and how to deal with these according to procedures

**Work effectively with colleagues and others**

You need to know and understand:

- K11 the range and roles of colleagues and others with whom you may work
- K12 why it is important to present a positive image of yourself and your organisation to others, and how to do this
- K13 the methods of negotiating skills and agreeing common objectives
- K14 the methods of planning with colleagues and others and agree individual roles
- K15 the nature of team dynamics with colleagues and others, and the impact of these on effective working
- K16 different team roles and how to work effectively as a team member
- K17 types of situations in which you may need to adapt team plans

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- K18 the importance of adapting, negotiating and agreeing session or programme plans, and how to do this
  - K19 the importance of recognising when you need help and support in your work and identifying sources of help and support
  - K20 the importance of creating and using opportunities for the review of effective working
  - K21 ways of providing constructive feedback to colleagues and others
  - K22 how to get and use feedback from colleagues and others to improve working practices
  - K23 the methods of delegating work to colleagues and others effectively and safely
  - K24 the methods of monitoring colleagues work without causing disruption
  - K25 how to measure their performance against agreed objectives of the session or programme
  - K26 how to provide effective support for colleagues and others and its importance

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**Additional information**

<b>Scope/range related to performance criteria</b>	<b>1</b>	<b>Participants</b>
	1.1	adults
	1.2	children and young people
	1.3	groups whose members do not know each other
	1.4	participants with particular needs in relation to the activity
	1.5	individuals
	1.6	groups
	<b>2</b>	<b>Colleagues</b>
	2.1	more senior staff
	2.2	working at the same level
	2.3	working in a supporting role
	2.4	freelance colleagues
	2.5	colleagues from another organisation
	<b>3</b>	<b>Others</b>
	3.1	parents
	3.2	clients
	3.3	members of public operating in public locations or with public rights of way
	3.4	other adults such as party leaders
	<b>4</b>	<b>Limits</b>
	4.1	physical
4.2	emotional	
<b>5</b>	<b>Support</b>	
5.1	advice and information	
5.2	direct help	
5.3	sharing skills	

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5.4 emotional support

6 **Feedback**

6.1 formal

6.2 informal

6.3 positive

6.4 negative

6.5 suggestions for improvement

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<b>Scope/range related to knowledge and understanding</b>	<b>1</b>	<b>Different styles</b>
	1.1	styles of leadership
	1.2	styles of communication
	1.3	learning styles

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**Skills**

Listed below are the main generic skills and qualities applied to the delivery of Outdoor Programmes.

- 1 Empathy
- 2 Active listening
- 3 Coaching
- 4 Communicating
- 5 Consulting
- 6 Influencing and persuading
- 7 Delegating
- 8 Diplomacy
- 9 Empowering
- 10 Facilitating
- 11 Following
- 12 Leading by example
- 13 Managing challenging behaviour
- 14 Mentoring
- 15 Motivating
- 16 Negotiating and compromising
- 17 Obtaining feedback
- 18 Planning and evaluating
- 19 Providing feedback
- 20 Setting objectives
- 21 Valuing and supporting others



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**Glossary**

**Constructive**

Honest, supportive, realistic and direct

**Ethical guidelines**

A framework of principles and values informing all aspects of working practices

**Objectives**

A set of outcomes related to the planned activity for you, your organisation or participants

**Physical and emotional limits**

How to balance the physical and emotional strengths of individuals with the general and specific challenges of the outdoors and how to recognise and manage the challenges and related limits for individual's well being and success.

**Staff with some experience**

A person who has worked in the outdoors sector for at least two or three seasons and or years. May have progressed from a junior and or entry role to now dealing with more complex activities, locations and/or participations.

**Style of working**

Relating to styles of leadership, management and communication

**Links to other NOS**

This standard links with SKAOP1, SKAOP2, SKAOP3, SKAOP4 and SKAOP13

## SKAOP5 (SQA Unit Code - HF0V 04)

### Establish and sustain effective working relationships in the outdoors



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