

**Unit: CC3 Develop productive working relationships in a financial services environment**

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**Overview**

This Standard 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 at a similar position or in other positions.

**Outcomes of effective performance**

- CC3/O1 You establish working relationships with all the colleagues with whom you work
- CC3/O2 You recognise, agree and respect the roles and responsibilities of colleagues
- CC3/O3 You understand and take account of the priorities, expectations, and authority of colleagues in decisions and actions
- CC3/O4 You fulfil agreements made with colleagues and tell them when agreements have been fulfilled
- CC3/O5 You advise colleagues promptly of any difficulties or where it will be impossible to fulfil agreements
- CC3/O6 You identify and sort out conflicts and disagreements with colleagues in ways that minimise damage to the work being carried out
- CC3/O7 You exchange information and resources with colleagues to make sure that all parties can work effectively
- CC3/O8 You 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**

- CC3/B1 You present information clearly, concisely, accurately and in ways that promote understanding
- CC3/B2 You seek to understand people’s needs and motivations
- CC3/B3 You make time available to support others
- CC3/B4 You show respect, helpfulness and co-operation in your dealings with others
- CC3/B5 You strive to keep promises and honour commitments
- CC3/B6 You consider the impact of your own actions on others
- CC3/B7 You say no to unreasonable requests
- CC3/B8 You carry out tasks with due regard to your organisation’s policies and procedures, including those covering health and safety at work

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***General knowledge and understanding***

1. The benefits of developing productive working relationships with colleagues
2. The principles of effective communication and how to apply them in order to communicate effectively with colleagues
3. How to identify disagreements with colleagues and the techniques for sorting them out
4. How to identify conflicts of interest with colleagues and the measures that can be used to manage or remove them
5. How to take account of diversity issues when developing working relationships with colleagues
6. The importance of exchanging information and resources with colleagues
7. How to get and make use of feedback on your performance from colleagues
8. How to provide colleagues with useful feedback on their performance

***Industry/sector specific knowledge and understanding***

1. Regulations and codes of practice that apply in the industry or sector
2. Standards of behaviour and performance in the industry or sector
3. Working culture of the industry or sector

***Context specific knowledge and understanding***

1. Current and future work being carried out
2. Colleagues who are relevant to the work being carried out, their work roles and responsibilities
3. Processes within the organisation for making decisions
4. Line management responsibilities and relationships within the organisation
5. The organisation's values and culture
6. Power, influence and politics within the organisation
7. Standards of behaviour and performance expected in the organisation
8. Information and resources that different colleagues might need
9. Your organisation's requirements relating to the application of codes, laws and regulatory requirements, including health and safety, as they impact on your activities