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**Overview**

This unit is about developing and sustaining collaborative relationships with other organisations which share objectives that are similar or complementary to your own organisation's objectives.

This standard is relevant to managers and leaders who are the main point of contact with external organisations and are responsible for ensuring effective relationships with them.

This standard links closely with all the other standards in key area *DD Build and sustain relationships*.

## Develop and sustain collaborative relationships with other organisations

### Performance criteria

- You must be able to:*
- P1 Identify organisations which share common or complementary objectives and evaluate the feasibility of collaboration in line with your organisation's strategic objectives.
  - P2 Decide whether to collaborate with other organisations, based on an evaluation of potential benefits, the compatibility of the organisations and your ability to mitigate any risks involved.
  - P3 Seek to create a climate of trust and mutual respect, particularly where you have no authority, or shared authority, over those you are working with.
  - P4 Agree internally and with the other organisations:
    - P4.1 the aims and objectives of collaboration
    - P4.2 the benefits each organisation expects from collaboration
    - P4.3 the costs to each organisation from collaboration
    - P4.4 the actions each organisation will take and when
    - P4.5 the required outcomes from collaboration
    - P4.6 the risks involved in the collaboration and how these will be managed
    - P4.7 arrangements for communicating with each other and reporting progress
    - P4.8 arrangements for processing information in line with relevant legislation
    - P4.9 how and when you will review the effectiveness of your collaboration.
  - P5 Take agreed actions at the agreed time; inform the other organisations if you are unable to do so and the reasons for this.
  - P6 Seek to understand difficult situations and issues from the other organisations' perspective and provide support, where necessary, to move things forward.
  - P7 Report to, and receive reports from, the other organisations according to arrangements agreed.

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- P8 Provide feedback to the other organisations in ways that help them to perform effectively and reinforce their commitment and enthusiasm for collaboration.
- P9 Process information supplied by the other organisations in line with arrangements and relevant legislation.
- P10 Review the effectiveness of your collaboration at agreed times and agree:
  - P10.1 the extent to which the aims and objectives have been achieved
  - P10.2 the actions carried out by each organisation, any deviations from the actions agreed and reasons for these
  - P10.3 any failures or mistakes, the reasons for these and ways of avoiding these failures or mistakes in the future
  - P10.4 the costs to each organisation of collaboration and ways in which these costs may be reduced in the future
  - P10.5 the benefits to each organisation, the value of these benefits and how mutual benefits may be increased in the future
  - P10.6 the extent to which the expectations of each organisation have been met
  - P10.7 any changes to make your collaboration more effective in the future.

## Develop and sustain collaborative relationships with other organisations

### Knowledge and understanding

*You need to know and understand:*

#### General knowledge and understanding

- K1 The importance of identifying and evaluating potential organisations with which to collaborate.
- K2 How to identify the potential benefits to each party of collaboration.
- K3 How to identify the aims, values and working practices of other organisations and assess how compatible these are with your organisation's aims, values and working practices.
- K4 How to identify the potential costs, in terms of money, time and resources, to each organisation of working together.
- K5 The importance of agreeing with partners the benefits and costs to each organisation of working together.
- K6 The importance of basing your decision to collaborate with other organisations on your evaluation of potential benefits, the compatibility of the organisations and your ability to mitigate any risks involved, and how to do so.
- K7 The importance of identifying and agreeing with other organisations the aims and objectives of collaboration, and how to do so.
- K8 The importance of identifying and agreeing the actions each organisation will take and when, and how to do so.
- K9 The importance of identifying and agreeing the arrangements for communicating with each other and reporting progress, and how to do so.
- K10 How to identify and evaluate any risks involved in working together.
- K11 The importance of identifying and agreeing how and when you will review the collaboration and its effectiveness, and how to do so.
- K12 The importance of taking agreed actions at the agreed time and informing people promptly if you are unable to do so and the reasons for this.
- K13 The importance of supporting collaborating organisations to take their agreed actions at the agreed time, and how to do so.
- K14 The importance of reporting and receiving reports from collaborating

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organisations according to arrangements agreed, and how to do so.

- K15 How to provide feedback to collaborating organisations in ways that help them to perform effectively and reinforce their commitment and enthusiasm for collaboration.
- K16 How to process information supplied by collaborating organisations in line with arrangements and data protection legislation.
- K17 The principles of effective communication and how to apply them.

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

*You need to know and understand:*

- K18 Industry/sector requirements and legislation for collaboration with other organisations to achieve common or complementary objectives.

### **Context specific knowledge and understanding**

*You need to know and understand:*

- K19 Your organisation's aims, values and working practices.
- K20 Legal and organisational requirements for data protection.
- K21 Confidentiality policies for each organisation and how they may impact on the collaboration.
- K22 Who has a right to the information and knowledge you are communicating.

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### Behaviours

*When performing to this standard, you are likely to demonstrate the following behaviours:*

- 1 Present information clearly, concisely, accurately and in ways that promote understanding
- 2 Keep people informed of plans and developments in a timely way
- 3 Show respect for the views and actions of others
- 4 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 5 Communicate clearly the value and benefits of a proposed course of action
- 6 Seek to influence the climate and culture of the organisation
- 7 Identify and work with people and organisations that can provide support for your work
- 8 Clarify your own and others' expectations of relationships
- 9 Model behaviour that shows, and inspires others to show, respect, helpfulness and cooperation
- 10 Honour your commitments to others
- 11 Specify the assumptions made and risks involved in understanding a situation

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### Skills

*When performing to this standard, you are likely to demonstrate the following skills:*

- Assessing
- Balancing competing needs and interests
- Communicating
- Decision-making
- Evaluating
- Information management
- Negotiating
- Networking
- Planning
- Presenting information
- Reporting
- Reviewing
- Risk management
- Setting objectives
- Thinking strategically
- Valuing and supporting others

## Develop and sustain collaborative relationships with other organisations

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