

## 414 Develop productive working relationships with colleagues and stakeholders

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### Summary

Work effectively with people inside and outside your organisation.

This standard has been taken from the MSC suite of national occupational standards.

You will apply the following skills:

- Communicating
- Information management
- Managing conflict
- Consulting
- Reviewing
- Presenting information
- Prioritising
- Empathising
- Networking
- Balancing competing needs and interests
- Monitoring
- Providing feedback
- Obtaining feedback
- Problem solving
- Leadership
- Valuing and supporting others
- Problem solving

### Performance Indicators

You will:

1. Identify stakeholders and the background to and nature of their interest in the activities and performance of the organisation
2. Establish working relationships with relevant colleagues and stakeholders
3. Recognise and respect the roles, responsibilities, interests and concerns of colleagues and stakeholders
4. Provide colleagues and stakeholders with appropriate information to enable them to perform effectively
5. 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
6. Fulfil agreements made with colleagues and stakeholders and let them know
7. Advise colleagues and stakeholders promptly of any difficulties or if it will be impossible to fulfil agreements
8. 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
9. Monitor and review the effectiveness of working relationships with colleagues and stakeholders, seeking and providing feedback, in order to identify areas for improvement
10. Monitor wider developments in order to identify issues of potential interest or concern to stakeholders in the future and to identify new stakeholders

## Behaviours

1. You present information clearly, concisely, accurately and in ways that promote understanding
2. You show respect for the views and actions of others
3. You seek to understand people's needs and motivations
4. You comply with and ensure others comply with legal requirements, industry regulations, organisational policies and professional codes
5. You create a sense of common purpose
6. You work towards win-win solutions
7. You show sensitivity to internal and external politics that impact on your area of work
8. You keep promises and honour commitments
9. You consider the impact of your own actions on others
10. You use communication styles that are appropriate to different people and situations
11. You work to develop an atmosphere of professionalism and mutual support

## Knowledge

You will know:

### General knowledge and understanding

1. The benefits of developing productive working relationships with colleagues and stakeholders
2. The different types of stakeholder and key principles which underpin the 'stakeholder' concept
3. How to identify your organisation's stakeholders, including background information and the nature of their interest in your organisation
4. The principles of effective communication and how to apply them in order to communicate effectively with colleagues and stakeholders
5. Why it is important to recognise and respect the roles, responsibilities, interests and concerns of colleagues and stakeholders
6. How to identify and meet the information needs of colleagues and stakeholders
7. What information it is appropriate to provide to colleagues and stakeholders and the factors that need to be taken into consideration
8. How to consult with colleagues and stakeholders in relation to key decisions and activities
9. The importance of taking account, and being seen to take account, of the views of colleagues and stakeholders, particularly in relation to their priorities, expectations and attitudes to potential risks
10. Why communication with colleagues and stakeholders on fulfilment of agreements or any problems affecting or preventing fulfilment is important
11. How to identify conflicts of interest with colleagues and stakeholders and the techniques that can be used to manage or remove them
12. How to identify disagreements with colleagues and stakeholders and the techniques for sorting them out
13. The damage which conflicts of interest and disagreements with colleagues and stakeholders can cause to individuals and organisations
14. How to take account of diversity issues when developing working relationships with colleagues and stakeholders

15. How to recognise and take account of political issues when dealing with colleagues and stakeholders
16. How to manage the expectations of colleagues and stakeholders
17. How to monitor and review the effectiveness of working relationships with colleagues and stakeholders
18. How to get and make effective use of feedback on the effectiveness of working relationships from colleagues and stakeholders
19. How to provide colleagues and stakeholders with useful feedback on the effectiveness of working relationships
20. The importance of monitoring wider developments in relation to stakeholders and how to do so effectively

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

21. The current and emerging political, economic, social, technological, environmental and legal developments in the industry or sector
22. The sector-specific legislation, regulations, guidelines and codes of practice
23. The standards of behaviour and performance in the industry or sector
24. The culture of the industry or sector
25. About developments, issues and concerns of importance to stakeholders in the industry or sector

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

26. The vision, values, objectives, plans, structure and culture of your organisation
27. Relevant colleagues, their work roles and responsibilities
28. Identified stakeholders, their background and interest in the activities and performance of the organisation
29. About agreements with colleagues and stakeholders
30. The identified information needs of colleagues and stakeholders
31. The mechanisms for consulting with colleagues and stakeholders on key decisions and activities
32. The organisation's planning and decision making processes
33. The mechanisms for communicating with colleagues and stakeholders
34. About power, influence and politics within the organisation
35. The standards of behaviour and performance that are expected in the organisation
36. The mechanisms in place for monitoring and reviewing the effectiveness of working relationships with colleagues and stakeholders