

Unit Title:	Develop working relationships with colleagues and stakeholders
OCR unit number:	24
Sector unit number:	D2
Level:	4
Credit value:	4
Guided learning hours:	20
Unit reference number	K/600/9661

Unit purpose and aim

This unit will provide candidates with the opportunity to demonstrate their ability to work with individuals and groups who hold different remits and perspectives within and outside of their own organisation. Candidates will develop their interpersonal skills as well as demonstrating leadership and problem-solving skills in resolving conflicting views and building upon areas of consensus.

Learning Outcomes	Assessment Criteria	Teaching Content
The Learner will: 1 Know how to identify stakeholders and their relevance to an organisation.	The Learner can: 1.1 Identify an organisation's stakeholders. 1.2 Evaluate the roles, responsibilities, interests and concerns of stakeholders. 1.3 Assess the importance of identified stakeholders.	This may include: <ul style="list-style-type: none"> the stakeholders and colleagues the different categories of stakeholder e.g. external and internal the differing roles, responsibilities, interests and concerns of the organisation's stakeholders the difficulty of reconciling these differences to develop a working partnership methods with which to compare the relative importance of shareholders to the organisation
2 Understand how to establish working relationships with colleagues and stakeholders.	2.1 Clarify how to agree a common sense of purpose with colleagues and stakeholders. 2.2 Summarise how to create an environment of trust and mutual respect with colleagues and stakeholders.	This may include: <ul style="list-style-type: none"> how to consult with colleagues and stakeholders to identify areas of consensus and disagreement the appropriate means of communicating:

Learning Outcomes	Assessment Criteria	Teaching Content
		<ul style="list-style-type: none"> - formal or informal - verbal (face to face, telephone, video conferencing) memos - e-mails - meetings - grapevine - notice boards - surveys - letters - questionnaires - appraisal • how to empathise with the different perspectives of partners and colleagues • how to classify the views of others in to areas of agreement and disagreement • methods for analysing the outcomes of the classification to prioritise them in terms of the impact upon the needs in terms of organisational imperatives • communicate the analysis to stake holders and colleagues in appropriate formats to meet the needs of the audience • methods for obtaining feedback from the various parties and take the necessary actions to enhance or maintain an effective working relationship between all parties • understanding the importance of all of the views by: <ul style="list-style-type: none"> - networking - providing a balanced approach to resolving issues - respecting the views of colleagues and stakeholders • how to show leadership in: <ul style="list-style-type: none"> - managing areas of

Learning Outcomes	Assessment Criteria	Teaching Content
		<p>conflict</p> <ul style="list-style-type: none"> - taking account of political or personal issues when dealing with colleagues and stakeholders • relevant parties of any difficulties in achieving agreed outcomes in a timely manner • how to develop guidance on managing the interaction and differing positions of colleagues and stakeholders to promote trust between the parties
<p>3 Be able to create an environment of trust and mutual respect with colleagues and stakeholders.</p>	<p>3.1 Review and revise the needs and motivations of colleagues and stakeholders.</p> <p>3.2 Demonstrate interaction with colleagues and stakeholders that allows respect for the views and actions of others.</p>	<p>This may include:</p> <ul style="list-style-type: none"> • how to present analysis to stake holders and colleagues in appropriate formats to meet the needs of the audience • methods of obtaining feedback from the various parties <ul style="list-style-type: none"> - demonstrate the importance of all of the views by: <ul style="list-style-type: none"> - networking - providing a balanced approach to resolving issues. - respecting the views of colleagues and stakeholders • leadership skills in: <ul style="list-style-type: none"> - managing areas of conflict - taking account of political or personal issues when dealing with colleagues and stakeholders - avoiding outcomes which could be harmful to the organisation • account for changes of perspective or operational or strategic reasons for not achieving agreed outcomes

Learning Outcomes	Assessment Criteria	Teaching Content
		<ul style="list-style-type: none"> • methods for communicating with colleagues and stakeholders so as to: <ul style="list-style-type: none"> - respect the requirements of their roles and responsibilities - respect their views and opinions - produce a sense of common purpose and fairness - minimise conflict - support

Assessment

This unit is centre assessed and externally verified. In order to achieve the unit you must produce a portfolio of evidence which, on request, will need to be made available to the OCR external verifier. Portfolios of work must be produced independently and Centres must confirm to OCR that the evidence is authentic. An OCR Centre Authentication form is provided in the Centre Handbook and includes a declaration for assessors to sign. It is a requirement of the Ofqual Common Criteria for all Qualifications that proof of authentication is received. Evidence requirements

Evidence requirements

In order to achieve this unit you must demonstrate that you have met all of the stated learning outcomes and assessment criteria. Your assessor must be able to observe you in the workplace or you must provide tangible evidence of your real work activities. Simulation is not allowed for this unit.

Guidance on assessment and evidence requirements

Candidates are encouraged to use evidence, where appropriate across a number of units to reduce repetition. Where ever possible, the evidence should occur naturally within the role of the individual and can include

Reports created for the organisation,

- Monitoring reports
- External stakeholder information
- Internal stakeholder information
- Job descriptions for colleagues
- Minutes of meetings

- Presentations to stakeholders and colleagues
- Actions plans

In addition, evidence can be sought in a number of ways, when it is not available through normal work or where ephemeral evidence such as that of behaviour is required, these methods may include:

- witness testimonies from colleagues, managers and subordinates
- observations of tasks and interactions with others
- case studies where the candidate explains and reflects upon specific events which demonstrate competence, where current evidence is not available
- professional discussions where the candidate explains the rationale for a particular approach to the assessor

This is a level four unit and thus the candidate must demonstrate complex skills and knowledge, often covering more than one element of the assessment criteria. The ability to recognise and develop competence across these criteria is to be encouraged but it does mean that reports, whilst aiming for succinctness and clarity of thought will need to be of sufficient depth and breadth to meet the level-four standard. Minutes of meetings must demonstrate that the candidate's contribution is significant and contributes to the meeting of assessment criteria and be easily identifiable within the document.

Digital evidence such as recordings of meetings, photographs, scanned documents are also permitted.

Please refer to the OCR Centre Handbook available from the OCR website www.ocr.org.uk.

You should refer to the '*Admin Guide: Vocational Qualifications (A850)*' for *Notes on Preventing Computer-Assisted Malpractice*.

National Occupational Standards (NOS) mapping/signposting

The mapping in the table below provides an indication of where evidence might be available for assessment against some of the knowledge and understanding contained in the national occupational standards (NOS). It does not claim to guarantee that evidence will meet the NOS.

Occupational standards	Unit number	Title
Management and Leadership	D2	D2 Develop productive working relationships with colleagues and stakeholders

Functional skills signposting

This section indicates where candidates may have an opportunity to develop their functional skills.

Functional Skills Standards					
English		Mathematics		ICT	
Speaking and Listening	✓	Representing		Use ICT systems	
Reading	✓	Analysing		Find and select information	
Writing	✓	Interpreting		Develop, present and communicate information	

Resources

Stationery, USB drive or a CD-rom.

Access to photocopier, PC and printer is desirable but not essential.

Access to sources of under-pinning knowledge such as websites, books, journals, etc. might be of help, but you are not expected to reproduce other people's written work.

- GOLD, J. THORPE, R. and MUMFORD, A. (April, 2010) *Leadership and Management Development*. ISBN: 1843982447
- <http://www.dalecarnegie.com/kc/>
- <http://www.What-are-good-leadershipskills.com> (2010)
- MacBeath, J. (ed) (2008) *Connecting Leadership and Learning: Principles for Practice*
- **Northouse G., (2009) Leadership: Theory and Practice [Paperback]**
- <http://www.businesslink.gov.uk>
- <http://www.smallbusiness.co.uk>
- Johnson, C. and Keddy, J (2010) *Managing Conflict at Work: Understanding and Resolving Conflict for Productive Working Relationships* **ISBN-10:** 0749459522

Additional information

For further information regarding administration for this qualification, please refer to the OCR document 'Admin Guide: Vocational Qualifications' (A850) on the OCR website www.ocr.org.uk.