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| Title: | **Understanding and developing relationships in the workplace**  |
| Level: | **3** |
| Credit value: | **2** |
| Unit guided learning hours | **8** |
| Learning outcomes (the learner will) | Assessment criteria (the learner can) |
| 1. Understand the needs and/or expectations of others
 | 1.11.2 | Identify and examine the needs and/or expectations of customers, colleagues, key stakeholders and relevant others in the workplaceExplain the importance of knowing what customers, colleagues, key stakeholders and relevant others in the workplace require |
| 1. Know how to meet the needs and/or expectations of others
 | 2.12.2 | Determine ways of meeting the needs and/or expectations of customers, colleagues, key stakeholders and relevant others in the workplace within organisational constraintsExplain ways of checking that the needs and/or expectations of others have been met |
| 1. Know how to manage relationships where it is not possible to meet the needs and/or expectations of others
 | 3.1 | Describe ways of dealing with difficult situations where it is not possible to meet the needs and/or expectations of others within organisational guidelines and constraints |
| **Additional information about the unit** |  |
| Unit purpose and aim(s) | To develop knowledge and understanding of managing and developing relationships in the workplace. |
| Details of the relationship between the unit and relevant national occupational standards or professional standards or curricula (if appropriate) | Links to Facilities Management 2008 NOS: FM302 |
| Assessment requirements or guidance specified by a sector or regulatory body (if appropriate) |  |
| Support for the unit from a sector skills council or other appropriate body (if required) | Asset Skills |
| Equivalencies agreed for the unit (if required) | M3.45 - Managing and developing relationships in the workplace |
| Location of the unit within the subject/sector classification system | 15.3 – Business Management |
| **Additional Guidance about the Unit** |
| **Indicative Content:** |
| 1 | * Explanation of stakeholders and stakeholder analysis
* Identify ways of determining the needs and/or expectations of customers, colleagues, key stakeholders and relevant others in the workplace (for example surveys, interviews, focus-groups, feedback, suggestion boxes, comment cards)
* Ways of examining/validating that identified needs and/or expectations are relevant and managed
* The benefits of knowing what relevant others require
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| 2 | * Ways of meeting the needs and/or expectations of relevant others (active and effective listening, clear, accurate and relevant communication; understanding of their environment/situation, progress reporting, feeding back, timely delivery of the correct requirement)
* Principles of effective communication
* Ways of checking that the needs and/or expectations have been met (for example feedback, surveys, mystery shop, meetings, complaints and compliments, internal records)
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| 3 | * The importance of establishing trust and confidence
* Ways of managing relationships where it is not possible to meet the needs and/or expectations of others (for example good communication, possible alternative solutions, possible future alternatives, informing superiors, clear explanation as to why it is not possible to meet the needs and/or expectations, building trust and confidence by being open, honest and transparent, being willing to listen, exploring all options and giving a clear rationale, politeness and courtesy, being customer focussed)
* Principles of effective communication
* Basic knowledge of negotiation and consultation skills
* Basic knowledge of conflict management and problem solving
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