

**Working together**

*Working collaboratively with others in order to achieve objectives. Recognising and valuing the different contributions people bring to this process.*

**Self**

|  |  |  |
| --- | --- | --- |
| Indicator | How I do/have done this | How I could start/continue to do this |
| Proactively developing productive working relationships  |  |  |
| Monitoring and reviewing theeffectiveness of workingrelationships  |  |  |
| Interacting with others in ways that add value  |  |  |
| Demonstrating that you valuedifferences in people  |  |  |
| Having a good grasp of where your responsibility ends and that of others begins  |  |  |
| Presenting own opinions and the interests of those you arerepresenting at meetings in aconvincing way  |  |  |
| Establishing rapport to improve working relationships  |  |  |
| Seeking out opportunities forcollaborative working |  |  |

**Others**

|  |  |  |
| --- | --- | --- |
| Indicator | How I do/have done this | How I could start/continue to do this |
| Co-operating willingly to support the achievement of team goals  |  |  |
| Using understanding of otherpeople’s perspectives to help reach agreement  |  |  |
| Sharing information and keeping others informed  |  |  |
| Recognising and respecting the roles, responsibilities, interests and concerns of colleagues and stakeholders  |  |  |
| Proposing and negotiating win-win solutions  |  |  |
| Giving constructive feedback  |  |  |
| Enabling and encouraging people to express their views and ask questions |  |  |
| Surfacing conflicts early so that they may be addressed  |  |  |
| Ensuring that working arrangements, resources and processes respond to different needs, abilities, values and ways of working |  |  |

**Organisation**

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| Indicator | How I do/have done this | How I could start/continue to do this |
| Working across boundaries todevelop relationships withother teams  |  |  |
| Challenging inappropriate or exclusive practices/behaviour  |  |  |
| Reflecting organisationalvalues in dealing with peopleand conducting business  |  |  |
| Building and sustainingcollaborative relationshipswith other organisations |  |  |

Examples of behaviours that may indicate a need for further development in working together:

* Interrupting when others are speaking
* ‘Guarding’ information
* Discouraging debate
* Giving priority to own personal goals
* Presenting other people’s ideas as your own