



## Professional Services Capability Framework: Working Collaboratively

This document sets out in one place all of the information relating to the **Working Collaboratively** capability, including:

- Capability indicators
- Ineffective behaviours
- Development suggestions, tips, tools and activities
- Formal learning options

This is to support you in developing in this particular capability. This document should always be read with the [Professional Services Capability Framework](#)



## Working Collaboratively

Collaborates with others and values their contribution



### Foundation

Grades 2, 3, 4 & 5



### Adept

Grade 6



### Advanced

Grades 7, 8 & 9



### Strategic

SSG

Works as a supportive and co-operative team member

Responds to others who need clarification or guidance on the job

Steps in willingly to help others when workloads are high

Shares information and learning across the team

Contributes to team tasks

Supports and implements team decisions

Sees colleagues and other teams/ departments as customers and follows through on queries and requests

Contributes as an active member to communities of practice

Works flexibly to support the changing needs of the business across professional services

Co-ordinates activity to support internal and external relationships

Develops collaborative ways of working with internal and external stakeholders and partners

Builds co-operation and overcomes barriers to information sharing and communication across teams

Shares lessons learned across teams

Identifies opportunities to work collaboratively with other teams to solve issues and develop better processes and approaches to work

Encourages others to participate in communities of practice

Builds a culture of respect and understanding across the organisation

Recognises outcomes which result from effective collaboration

Moves people from team to team to build better and more productive teams

Provides resources to support other university teams, services and/or objectives

Leads, and looks for ways to develop multi-disciplinary teams

Contributes to cross university groups and project teams

Leads communities of practice

Successfully manages and resolves conflicting views

Empower and motivate colleagues across organisational boundaries

Publicly celebrates the successful outcomes of collaboration

Identifies and overcomes barriers to collaboration with internal and external stakeholders

Operates in a number of different teams and groups across the university

Builds a strong network of collaborative relationships in higher education and beyond to help achieve university objectives

Values different skills, expertise and opinions and seeks to utilise them to deliver better services

Identifies and creates opportunities for communities of practice internally and externally

Creates a collaborative working culture which develops the different strengths and skills of individuals and teams to achieve improved outcomes



## Working Collaboratively: Ineffective behaviours

Examples of behaviours which are ineffective and may indicate a need for further discussion or development

### For all

- Stifles, ignores or provides no opportunity to an issue for others to participate in, contribute to or challenge on issues that affect them. Fails to provide feedback or input on issues they are consulted on
- Insensitive to the thoughts and feelings of others. Challenges or provides feedback or input inappropriately. Does not publically recognise other people or teams' contribution to achievements
- Ignores or does not make time for guiding, supporting or helping others
- Makes little or no contribution to wider University communities, or engages with them sporadically or unenthusiastically
- Creates or does not challenge boundaries between people or business areas which create inefficiencies. Does not identify opportunities for collaborative working within or across teams
- Imposes their own view or approach to an issue on other individuals or teams without considering and discussing others' interests, views or needs

### For leaders and managers<sup>1</sup>

- Allows difficult or ineffective behaviours to go unchallenged in their team, whether or not they affect delivery
- Allows difficult relationships or barriers to communication to affect delivery of outcomes
- Does not set expectations on collaborative working and breaking down boundaries between teams with their team members
- Claims the successes of others as their own
- Communicates expectations of collaborative ways of working in others but does not role model these ways of working themselves
- Ignores or does not seek best practice from other areas or duplicates or ignores work already underway in other areas
- Fails to acknowledge or share successes or good examples of working across teams, departments or boundaries

<sup>1</sup> This applies whether or not you have specific line manager responsibilities



## Working Collaboratively - Development Suggestions

Collaborates with others and values their contribution



### Foundation

Grades 2, 3, 4 & 5



### Adept

Grade 6



### Advanced

Grades 7, 8 & 9



### Strategic

SSG

#### Individual activities and reflection

Think about a situation where a lack of collaboration caused difficulties (yours or other people's). Consider what behaviours could have improved the situation: share lessons with team members

Consider your reaction when you are asked for help or support. Try to always react in a positive manner and if you can't help, explain why

React positively if you are asked to support an area or do a piece of work outside your usual team

#### Actions with others

Be aware of others' situations, noticing when they become withdrawn or frustrated by something. Offer your help or support

Be considerate to the work volumes and pressure of colleagues: try to pick a good moment to interrupt them or seek their view on something

In team discussions actively join in and also encourage your colleagues to join in if they haven't spoken

When you acquire new information or

#### Individual activities and reflection

[Review your internal and external stakeholder relationships](#): consider whether you are clear on what each stakeholder needs and wants from your work and team. Assess whether these align to your team's objectives and how you meet needs

#### Actions with others

In team discussions ask all your team members for their opinions and ideas, ensuring everybody round the table has been involved and had a chance to contribute. Ensure any concerns are discussed and addressed

At regular team meetings encourage individuals to share details of their workloads and encourage them to step in to help and support each other, redistributing work where possible

Create opportunities for people to share examples of good collaborative working (particularly across teams) and also lessons learned from projects or busy times at work

Seek feedback from colleagues on how they find working with you and what you could do differently to be more

#### Individual activities and reflection

Consider instances where you have conflicting views with colleagues you work with which get in the way of effective achievement of objectives. Use [a conflict analysis tool](#) to consider how you could better understand others or resolve conflicts

#### Actions with others

Consider working with other managers to set up a business area internal newsletter which shares key pieces of work in different teams, but also includes successes and stories of collaboration

Work with your team members or other leaders to identify where they could build a community of interest to share learning with people in similar roles inside or outside the University to add value and share good practice widely

Start conversations with your team about defining exactly what collaboration means and looks like and ask them to share good examples. Invite your team to define and agree on a set of behaviours that

#### Individual activities and reflection

Consider whether you motivate and reward people to focus on their own goals rather than team or shared organisation objectives: how could you change this and encourage people to work towards organisational goals.

Regularly reflect and seek feedback from your colleagues and team members on whether you role model collaborative working in the way you work with other senior leaders across the organisation and recognise and reward others who do: role modelling is key to creating a collaborative culture

#### Actions with others

Every time you speak to a team meeting, business area meeting or at a wider organisational event, think about how you can share the successful collaboration of different teams as part of that communication (or encourage other managers to do so).

Run a team event or meeting using [themes from a culture web](#) (or

<p>knowledge, think about who else may need to know or would find it useful</p> <p>If you have a team task, be the one to take the first step: set up the first meeting or seek views on how best to approach the task: draw in others to share their ideas and get things started</p>	<p>collaborative.</p> <p>Talk to colleagues and team members about what 'being collaborative' looks and feels like and what behaviours and actions are collaborative. Build a shared list of what good collaborative behaviours look like.</p>	<p>promote collaboration and help people to hold themselves to account and to hold others to account. Share this with other teams</p> <p>Build strong informal networks and relationships across the University: use those networks to identify projects where you could make a contribution to shared themes, goals or outcomes.</p>	<p>encourage a group of managers from different linked teams to) to explore people's views on the existing culture and how you could move it to be more collaborative.</p>
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## Working collaboratively - learning options

Collaborates with others and values their contribution

### Face to face learning

#### [Assertiveness & Influencing](#)

This course aims to enhance your personal effectiveness and confidence in both assertiveness and influencing when working with a variety of stakeholders

#### [Handling Difficult Conversations](#)

The course supports establishing expectations for performance, developing effective leadership, management and engagement, promoting organisational learning and supporting equality and diversity. This course specifically supports staff to manage difficult conversations with a variety of different stakeholders

### Online courses

#### [Having Difficult Conversations](#)

This video course provides tips and strategies for having difficult conversations and turning them into successful interactions using a four-phase model, it outlines the situations that lead up to difficult conversations, deciding when the conversation is warranted, preparing for the interaction and monitoring outcomes to ensure success

#### [Active listening](#)

A range of videos on active listening skills for all

#### [Managing your manager](#)

### Downloadable toolkits and guides

[Being Influential](#): In this guide you'll find five simple techniques you can use to get your message across in ways that will make people understand and take notice

[Building rapport](#): Hints and tips on building rapport with your team

[Dealing with difficult behaviour](#): This guide is designed to help you develop strategies for dealing with a range of behaviour types that you may come across in the workplace.

[Resolving Conflict](#): This guide provides you with tips and advice on how you can deal with and resolve conflict. It helps you to recognise the different aspects of conflict and how you can be better prepared to manage them successfully

Further guides [here](#)