

WA3: Communication and social, telephone handling, code of conduct, equal opportunities and relationships

3.5 Build and improve working relationships

LO47 Demonstrate ability to build positive working relationships with customers, suppliers and other stakeholders as well as within the organisation using the key principles of good working relationships agreed

LO48 Analyse and evaluate feedback from customers, suppliers and other stakeholders as well as from employees of the organisation.

LO49 Evaluate key principles of good working relationships agreed and applied within the organisation and recommend improvements that will enhance the interaction between the organisation and its external environment.



Module Details



Work Area Code:	3
Work area title:	Communication and social, telephone handling, code of conduct, equal opportunities and relationships
Unit Code:	3.5
Unit Title:	Build and improve working relationships
Learning Outcomes Ids:	LO047, LO048, LO049
Learning Outcomes titles:	<ul style="list-style-type: none">- LO047 Demonstrate ability to build positive working relationships with customers, suppliers and other stakeholders as well as within the organisation using the key principles of good working relationships agreed- LO048 Analyse and evaluate feedback from customers, suppliers and other stakeholders as well as from employees of the organisation.- LO049 Evaluate key principles of good working relationships agreed and applied within the organisation and recommend improvements that will enhance the interaction between the organisation and its external environment.
Recommended Duration:	5 hours
Trainer:	



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Confidentiality in the workplace



- **Definition**

- Keeping client and business information private
- Treating all the information you come across as confidential
- What you see and hear in the workplace stays at work. No information can be told to anyone outside the workplace
- Accessing files only if given permission. No confidential material or files can leave a business.
- Not discussing business dealings outside the place of work.

- **Legal action may be taken against a person or organisation that reveals client and business information.**



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Importance of confidentiality



Confidentiality is of utmost importance in the workplace because there is **personal information** that must not be shared, such as medical issues, personal issues (e.g. divorce) which cause discomfort when discussed. **The employer as well as the co-workers should respect this principle at all times.**



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Importance of confidentiality in our job



- The personal assistant will often come across confidential information
 - Related to the rest of the employees
 - Related to the manager himself/ herself
- To be on the safe side
 - You should NEVER disclose any information to anybody unless it is absolutely necessary for your work or their work.
 - If you are not sure JUST ASK!



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Positive organisational behaviour at work



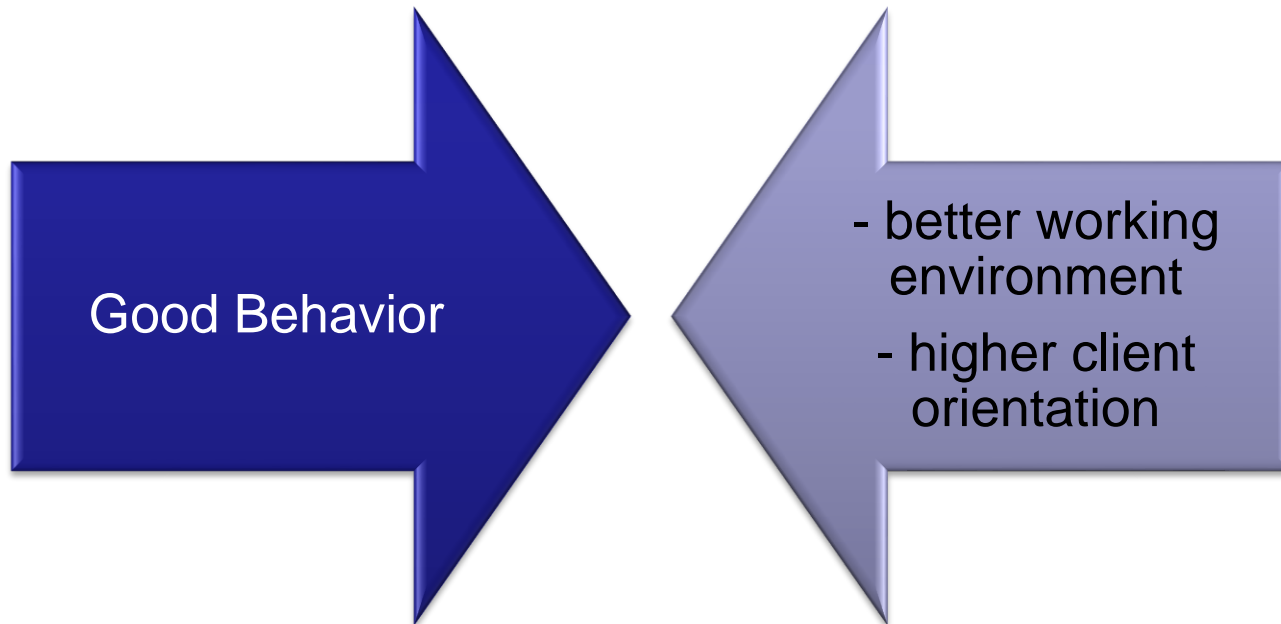
- Building positive workplace relationships is vital for career success.
- Relationships can positively or negatively affect your satisfaction with the job, your ability to advance and gain recognition for your achievements.
 - When you build positive relationships, you feel more **comfortable with your interactions and less intimidated by others**. You feel a closer bond to the people you spend the majority of your working-time with.



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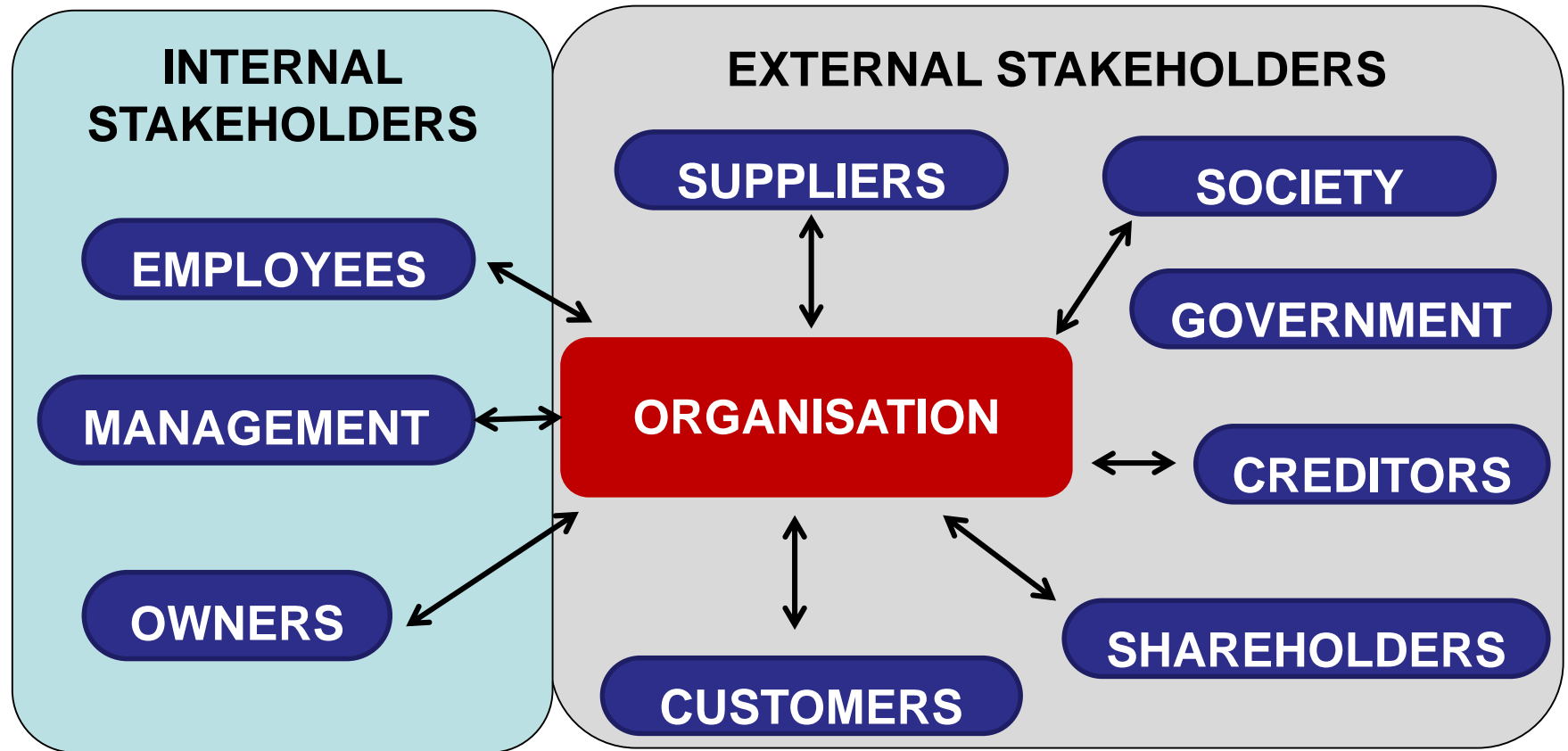
Positive organisational behaviour at work



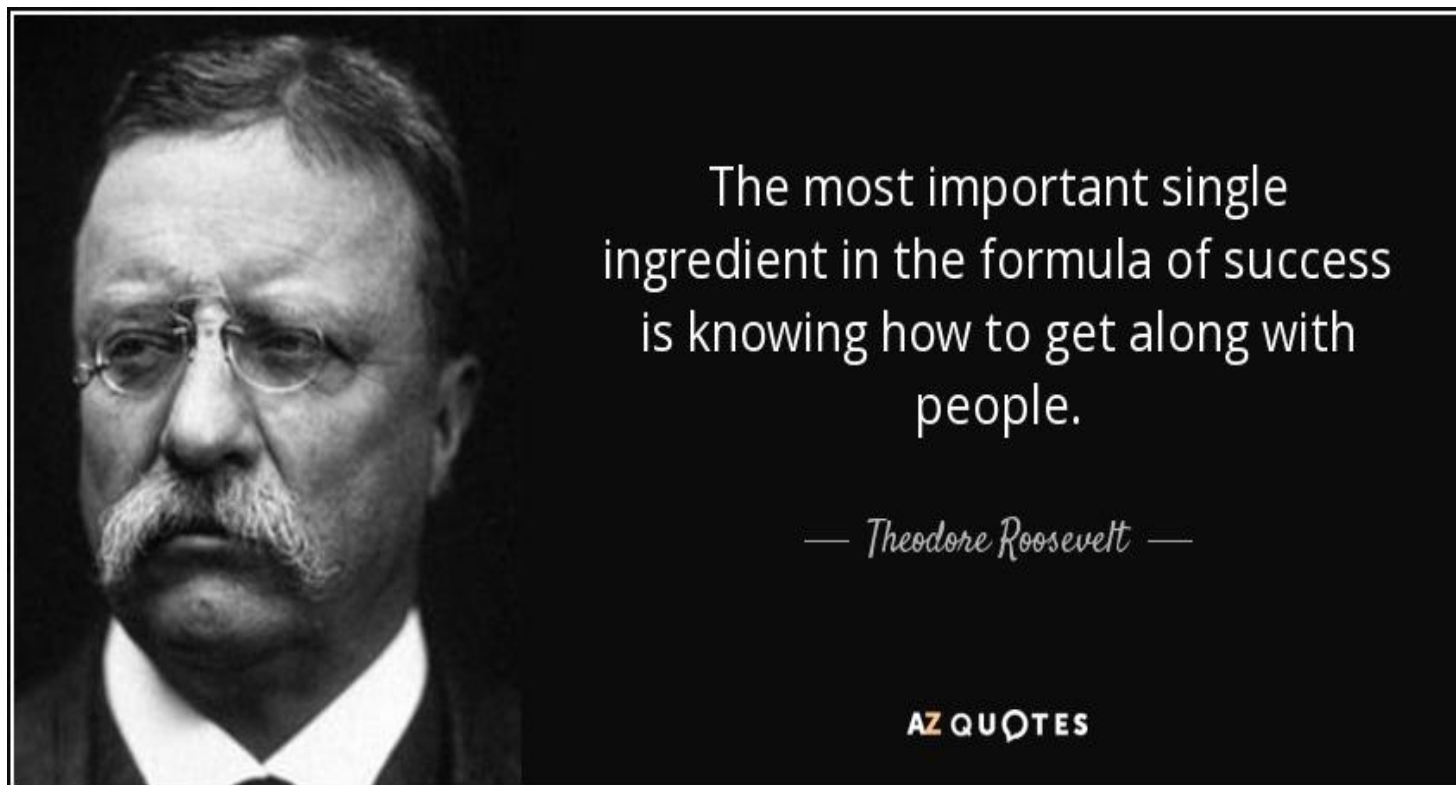
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Internal & external stakeholders



Working relationships



Working relationships



A working relationship is defined as a relationship with:

- Colleagues
- Managers
- Employees
- Clients/customers
- Suppliers



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Relationships with colleagues – their importance



- They make our jobs more enjoyable and productive.
 - The presence of a best friend at work is strongly associated with job satisfaction. Without a friend at work, work satisfaction deteriorates (Gallup organization)



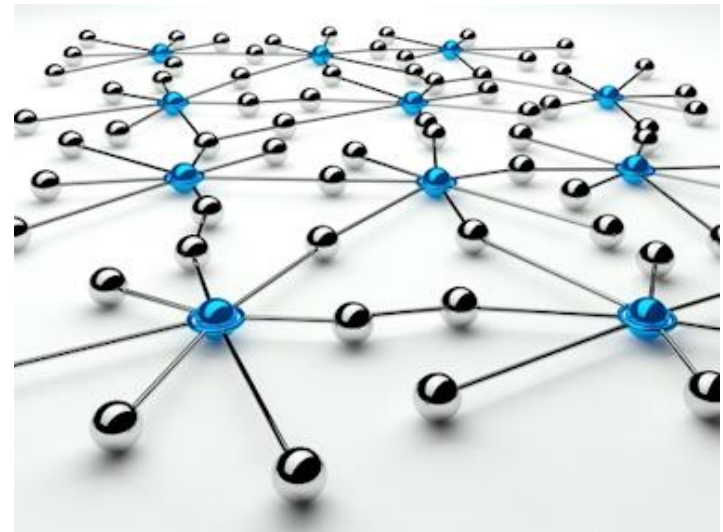
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Relationships with colleagues – their importance



- We create connections and networks
 - These can serve as references or contacts in the future.



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Relationships with colleagues – their importance



- Human beings are social creatures
 - they need and crave friendship and socialisation



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Relationships with customers – their importance



- The importance of these relationships is obvious
- Clients are one of the most important factors of an organisation's success.
- Its existence relies on clients.



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Relationships with other stakeholders– their importance



By achieving positive relationships with stakeholders, you acquire valuable allies for your organisation



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- Have you ever worked in an organisation characterised by bad relationships? How did this impact your job performance?



Group discussion



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Techniques for a good working relationship*

1. TRUST



- **The foundation of any good relationship**
- Build it by telling the truth, even when it is difficult in your transactions with both customers and colleagues.

Techniques for a good working relationship



2. MUTUAL RESPECT

- Value other peoples' ideas and feedback
- When you treat people with respect, they will treat you with respect

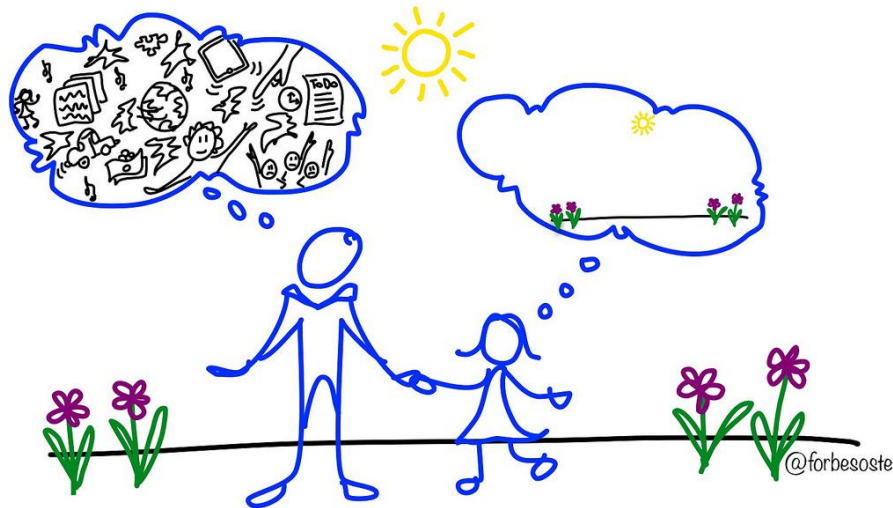


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Techniques for a good working relationship

Mind Full, or Mindful?



3. MINDFULNESS

- Take responsibility for your words and actions.
- Be careful and attend to what you say
- don't let your own negative emotions impact the people around you.



-

Techniques for a good working relationship



5. OPEN COMMUNICATION

- The better and more effectively you communicate with those around you, the richer your relationships will be.
- Open, honest communication.



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Techniques for a good working relationship



6. When building a relationship, respect:

- Cultural differences
- Age
- Gender
- Religion
- Sexual orientation
- Etc.



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Treating people according to their needs



Treating people according to their needs



Different people have different needs, e.g.

- Age (sitting places in the subway)
- Religion, fasting, holidays & prayer
- Disability (think of an employee with a wheelchair trying to reach a high shelf)



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Treating people according to their needs



RESPECT IS KEY



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A photograph of two rock climbers ascending a steep, light-colored rock face. The climber in the foreground is wearing a blue and black climbing harness and a red helmet, while the second climber is further up the rock. The background shows a clear blue sky with some light clouds.

Methodological tool

EUPA_LO_047_M_001

SHERPA WALK



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- Advertising
- Corporate Philanthropy
- Corporate Sponsorship
- External Communications
- Internal Communications
- Lobbying
- Promotion
- Publicity
- **Public Relations Research** - can be formal or informal, primary or secondary, qualitative or quantitative, etc.
- **Special Event Management**





- “relationship management is a fundamental objective of Public Relations; in fact, it is arguably the overall end or purpose of Public Relations” (Okwuchukwu 2014).
- Mass communication through various channels





Communication must Address the Right People with the Right Message

- by identifying the right audience and approaching them with the right message, the PR practitioner is on the right track towards successful relationship management.





Communication must use the Right Medium

- **INTERNAL:**
 - circulars
 - house journals
 - meetings and briefings
 - Notices
 - Events



Communication must use the Right Medium

- **EXTERNAL**
 - Social media
 - newspapers
 - community television and radio
 - direct mails
 - phone calls
 - courtesy visits
 - Events





Communication must be Two-Way

- with the new media, organisations can better conduct their communication with their publics in an interactive manner such that the publics hear and understand them, and they in turn hear and understand the publics. This is crucial to successful relationship management (Okwuchukwu 2014).



Communication must be Ethical

- the PR expert, if he/she must successfully manage relationship, will have to communicate ethically in all situations.
- Unethical communication may appear expedient for the moment, but in the long run, could, in an eye blink, destroy a relationship that has been built over the years



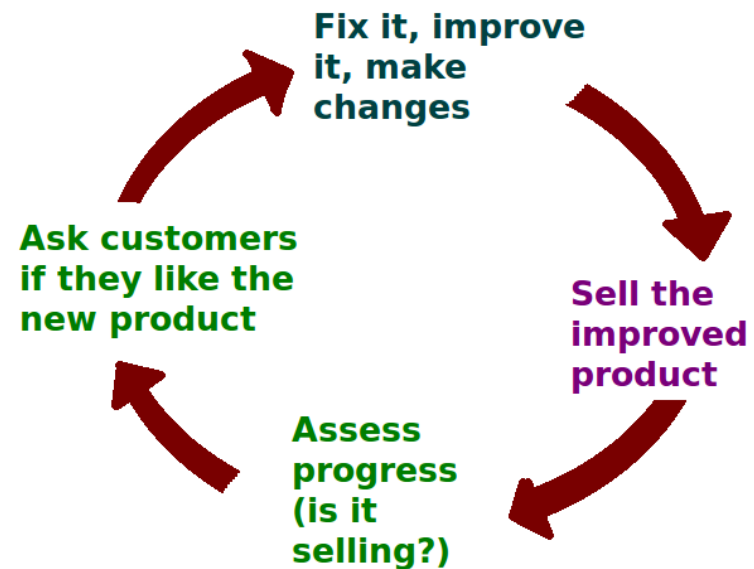


- Finally, always remember:
 - When building relationships, always practice active listening and empathy!
 - Respect and value the different needs of each counterpart in each relationship
 - COMMUNICATION IS KEY – REMEMBER WHAT YOU HAVE LEARNED!!!





- “The term ‘**feedback**’ is used to describe the **helpful information** or **criticism** about prior **action** or **behavior** from an individual, **communicated** to another individual (or a group) who can **use** that information to **adjust** and **improve** current and future actions and behaviors”
(<https://www.snapsurveys.com/blog/5-reasons-feedback-important/>)



The importance of feedback



- **It can help improve our products or services**
 - By customer feedback, positive or negative, we can identify the strengths and shortcomings of our product/service
- **It helps us measure customer satisfaction**
- **It can help in developing a better customer experience**
 - Through changes to our product/service dictated by the feedback received



The importance of feedback



- **It helps in keeping our customers returning**
 - By taking their opinions into account and making ourselves better and better



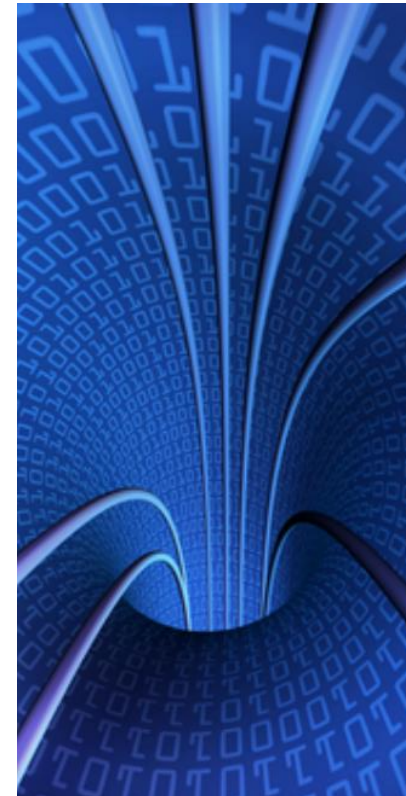
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The importance of feedback



- **We gain actual data to analyse and take appropriate decisions**
 - We gain access to data, which can be analysed appropriately and give us invaluable insights, about the average satisfaction of customers, correlations with gender, age etc.



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The importance of feedback



- **It can be used to identify customer advocates**
 - Those who give us the highest scores, if contacted and provided with incentives can become the cheapest and one of the most effective types of advertising our products



Gathering feedback from internal stakeholders*



1. Email & Chat

- **PROS:**

- Convenient to use internally.
- Feedback can be shared virtually anytime.
- You can search feedback later.

- **CONS:**

- Chat and email can be distracting.
- Does not aggregate data or provide analytics.
- Requires extra manual work to extract the feedback.



* <http://community.uservice.com/blog/5-smart-channels-for-gathering-feedback-from-internal-stakeholders/>



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Gathering feedback from internal stakeholders*



2. Meetings

- **bi-monthly or monthly feedback meetings**
- **PROS:**
 - Opportunity to provide product updates/share what's next on your roadmap.
 - Allows you to ask follow-up questions.
 - You can clarify feedback with those who have shared it.
- **CONS:**
 - Getting everyone in the room at the same time can be hard and inconvenient.
 - Can lead to confusion if they have to hold onto feedback for a month before relaying it.



* <http://community.uservice.com/blog/5-smart-channels-for-gathering-feedback-from-internal-stakeholders/>



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Gathering feedback from internal stakeholders*



3. Feedback Reports

- **PROS:**
 - Contains both qualitative and quantitative data.
 - It's a resource you can return to for information when you need it.
- **CONS:**
 - Time-consuming and possibly inconvenient to produce.
 - Does not look at long-term feedback trends.

* <http://community.uservice.com/blog/5-smart-channels-for-gathering-feedback-from-internal-stakeholders/>



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Gathering feedback from internal stakeholders



4. Online tools

There are tools such as Google Forms (free), survey monkey, etc. in which you can easily create feedback forms for both internal and external customers

- **PROS:**

- Contains both qualitative and quantitative data.
- It's a resource you can return to for information when you need it.
- It automatically generates a spreadsheet with the data
- It is easy to use

- **CONS**

- It may be time-consuming for the person(s) developing the form and analysing the results



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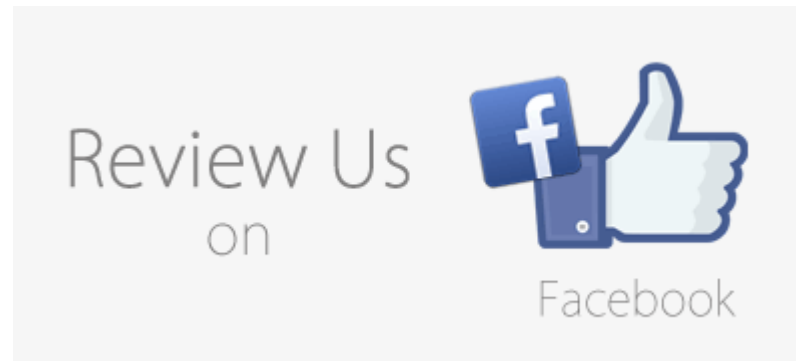
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Gathering feedback from external stakeholders



1. Social Media

As social media become a mainstream channel of communication, they can be a great way of gathering feedback AND advertising your organisation (word-of-mouth)



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Gathering feedback from external stakeholders



Gathering feedback from external stakeholders



2. Online tools

To create a simple form in Google Forms, you have to own a Gmail account

Step-by-step instructions:

<https://gsuite.google.com/learning-center/products/forms/get-started/#section-1-1>



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Analysing and evaluating feedback*



1. Include all feedback in your analysis

- Read every comment!
- Even though some comments may seem non relevant or very detailed, some will provide potentially vital information.



* <https://mopinion.com/10-tips-to-improve-effective-customer-feedback-analysis-and-drive-online-sales/>



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Analysing and evaluating feedback



2. Sort it out

- Categorise feedback into different categories and sub-categories
- This is a good way to utilise feedback gathered through conversations, meetings etc. rather than forms
- Qualitative rather than quantitative

* <https://mopinion.com/10-tips-to-improve-effective-customer-feedback-analysis-and-drive-online-sales/>



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Analysing and evaluating feedback



3. Understand the value of each customer

- All customers are important, but some are more important than others
- This is not always a general remark, sometimes we have to value one customer's opinion over a specific product/service more



* <https://mopinion.com/10-tips-to-improve-effective-customer-feedback-analysis-and-drive-online-sales/>



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Analysing and evaluating feedback



4. Understand the value of each comment/score

- Some comments can be more useful than others, especially when we evaluate qualitative feedback



* <https://mopinion.com/10-tips-to-improve-effective-customer-feedback-analysis-and-drive-online-sales/>



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5. Trends, trends, trends

- Trends are usually the most revealing
- Also, we should ideally look at trends depending on gender, age, etc.



* <https://mopinion.com/10-tips-to-improve-effective-customer-feedback-analysis-and-drive-online-sales/>



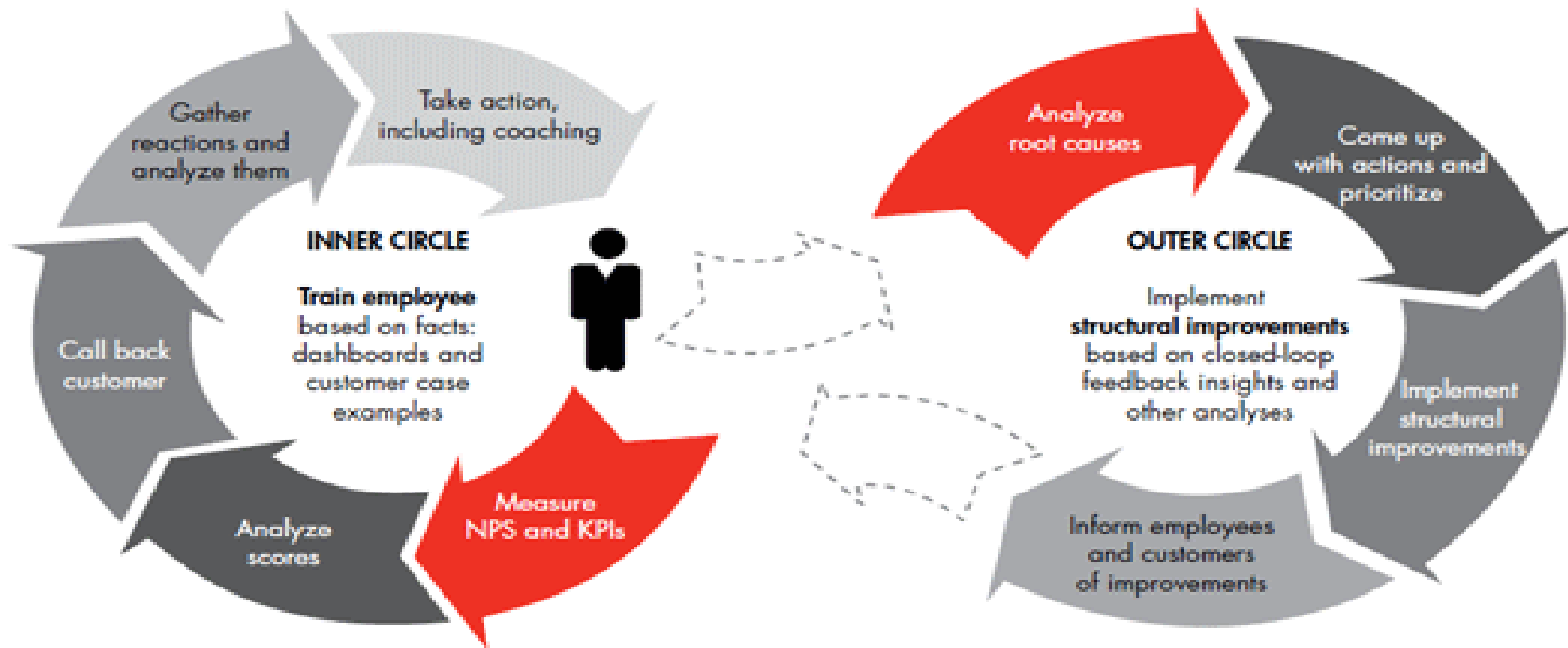
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Evaluating feedback



Figure 1: Customer insights from both feedback circles inform action at different levels of the organization



Source: Bain & Company



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Methodological tool

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Analyse and evaluate feedback



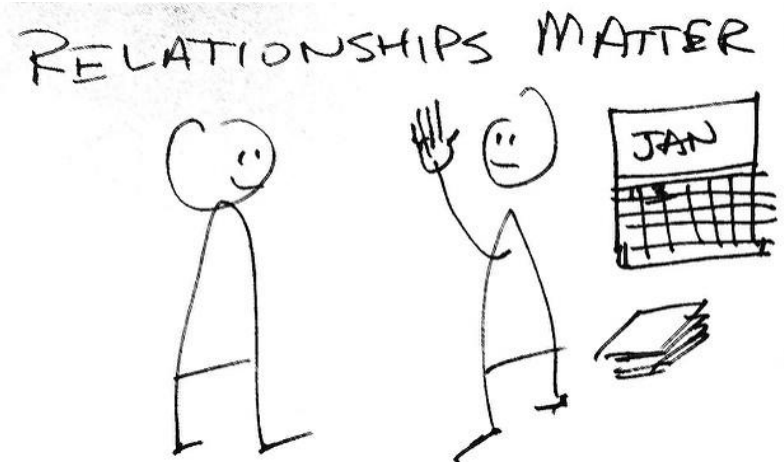
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Utilising feedback to evaluate relationships



- After you have categorised feedback, gather all the information you have on relationships, customer service, courtesy, etc.



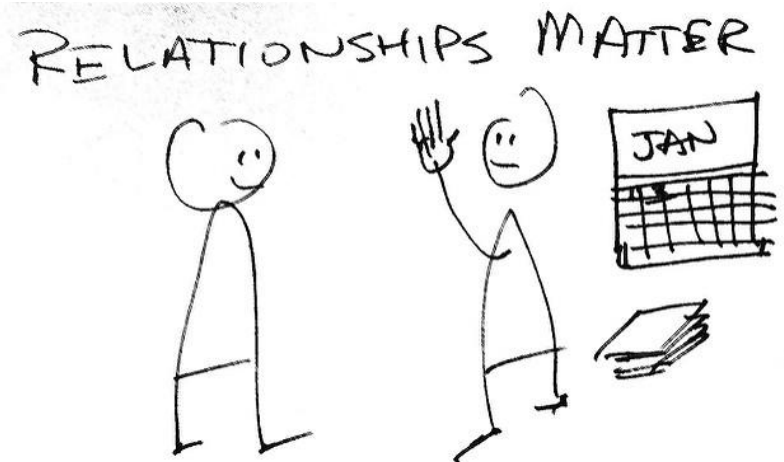
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Utilising feedback to evaluate relationships



- Evaluate the relationship policies based on:
 - the feedback received
 - The provider of feedback (internal vs. external etc.)
 - The existing situation of customer service



Evaluating business relationships



1. Do They Broaden Your Perspectives?
2. Do They Keep You on Your Toes?
3. Do They Make You More Courageous?
4. Do They Help Leverage Existing Assets and Resources?
5. Do They Have Your Best Interests at the Forefront?
6. Do They Strengthen Your Significance to Sustain Your Success?



Glen Llopis, Forbes



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Criteria for evaluating key principles of relationships



- Effectiveness
 - If not, you should reconsider
 - Check for flaws in the feedback you receive
- Innovation
- Feedback
 - This is an important criterion
 - Feedback from both external and internal stakeholders



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Example of key principles for good relationships



- 1. Listen to others and seek first to understand before being understood***
- 2. Have empathy and think in win/win solutions***
- 3. Set a good example as project manager***



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Example of key principles for good relationships



4. *Be honest and open about project progress and have the courage to ask for help*
5. *Be proactive and take responsibility for your actions*



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Methodological tool

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Analyse and evaluate key principles for
good relationships



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- **Review Question 1**
 - List the reasons why positive relationships at work are important
- **Review Question 2**
 - What are the basic steps one should follow when analysing and evaluating feedback?
- **Review Question 3**
 - What are the pro's and con's of gathering feedback through emails and chat



- Building positive workplace relationships is vital for career success.
 - Clients are one of the most important factors of an organisation's success.
 - By achieving positive relationships with stakeholders, you acquire valuable allies for your organisation
- Characteristics of a **good** working relationship
 - **TRUST**
 - **MUTUAL RESPECT**
 - **MINDFULNESS**
 - **WELCOMING DIVERSITY**
 - **OPEN COMMUNICATION**
- relationship management is a fundamental objective of Public Relations:
 - **must Address the Right People with the Right Message**
 - **must use the Right Medium**
 - **must be Two-Way**
 - **must be Ethical**





Well Done!

You have completed this unit



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