CIPD 8 behaviours of the successful HR professional

Introduction

The Chartered Institute of Personnel and Development (CIPD), one of the most respected and largest Human Resource Management institutions has introduced the new Profession Map.

The purpose of the Profession Map is to provide the profession 'with the strongest foundation yet for effective decision-making.'   The map defines eight core behaviours that empower HR professionals to 'create value for people, organisations, society'. These behaviours outline 'what it takes to be an effective people professional in an uncertain world of work'.

This course will enable those attending to understand what is required of the HR professional in the 21st century, and what is required of the HR professional and HR function to add value to their organisation.

The course will give participants an overview of the CIPD profession map, its purpose and structure.
The participants will gain an understanding of the business benefits of using the Profession map as a framework for their organisations approach to Human Resource Management.

The course will cover in detail the eight behaviours, using practical and useful tools and techniques. Participants will apply the information to their own organisation in the form of implementation plans.

Course Objectives

By the end of this course, participants will be able to:

- Explain the purpose and rationale of the CIPD Profession Map
- Identify the different areas of the CIPD Profession Map
- List the eight core behaviours of the CIPD Profession Map and explain the differences between the four levels of the core behaviours
- For each of the eight behaviours
    - Self-assess their current level of capability
    - define the core behaviour
    - explain how the behaviour impacts on business, the economy and the world of work
    - explain the rationale for the behaviour being identified as a core behaviour by the CIPD
- For the core behaviour Commercial drive
    - Explain what is meant by a commercial mind-set
    - Describe the concept of 'value' and identify ways areas where value could be created or lost in the organisation
    - Identify different techniques that can be used to enable business change
- For the core behaviour Ethical practice
    - Explain what is meant by ethical practice
    - Identify how ethical practice can be applied in the workplace
    - Describe how ethical practice principles and values can be applied in decision-making
- For the core behaviour Insights focused

- o   List the sources of evidence that can be acquired to give insight into an issue
- o   Identify ways evidence can be accurately analysed and evaluated
- o   Describe ways to effectively summarise evidence findings
- For the core behaviour Passion for Learning
  - o   Identify ways to expand personal networks and benchmark against external standards
  - o   List ways to contribute to the development of other people professionals and the wider people profession
  - o   Create a personal and professional development plan that gives the opportunity to test and learn from new approaches and insights, and obtain feedback to learn and develop
- For the core behaviour Professional Courage and Influence
  - o   Explain a strategy to use when required to constructively and confidently challenge others
  - o   Identify and use effective influencing and communication techniques
  - o   List key workplace stakeholders and have a plan to develop relationships with them
- For the core behaviour Situational decision-making
  - o   Describe the factors to be considered when decision making
  - o   Describe how to adapt to changes in circumstances that impact on decision making
  - o   Identify ways to measure and evaluate the impact of decisions
- For the core behaviour Valuing people
  - o   Describe the behaviours that are evidence of demonstrating compassion and fairness
  - o   Identify ways that would enable all people in the workplace to have a voice
  - o   Explain the concept of well-being and describe how its benefits can be promoted in the organisation
- For the core behaviour Working inclusively
  - o   Describe an inclusive culture and identify ways to promote an inclusive organisational culture
  - o   Explain the benefits of building collaborative relationships and creating a culture of knowledge, experience and expertise sharing
  - o   Identify ways of resolving workplace conflict and building trust
- For each of the eight behaviours, create a personal development plan

Content
A sample of what is covered includes:

Introduction to the CIPD Professional map

This session will give participants an overview of the Profession map. It will provide them with the rationale of the map and the content and structure of the map. The session will cover: -

- The purpose of the Profession map
- The key areas of the Profession map
- How the core behaviours fit into the Profession Map
- The four levels of the core behaviours

Participants will be then asked to complete a self-assessment on their current level of capabilities in each of the eight core behaviours.

The participants will then spend time on each of the eight CIPD core behaviours:
1. Commercial Drive
2. Ethical Practice
3. Insights focused
4. Passion for learning
5. Professional Courage and Influence
6. Situational decision making
7. Valuing people
8. Working Inclusively

1. Commercial drive

This session will examine the core behaviour Commercial Drive.
The session will provide participants with an understanding of what Commercial Drive is, and how it impacts on business, the economy and the world of work.

The session will include:
- A discussion of the definition of Commercial Drive
- The rationale for Commercial Drive being a core behaviour for the HR professional
- An overview of the areas that are covered by the core behaviour, including using a commercial mind-set, demonstrating drive, resilience, enabling change to create value.

Following this, participants will relate the information to their own role and use tools including the self-assessment to
- identify how they can develop the core behaviour
- create a development plan

2. Ethical practice

This session will examine the core behaviour Ethical Practice.
The session will provide participants with an understanding of what Ethical Practice is, and how it impacts on business, the economy and the world of work.

The session will include:
- A discussion of the definition of Ethical Practice
- The rationale for Ethical Practice being a core behaviour for the HR professional
- An overview of the areas that are covered by the core behaviour, including building trust, positively influencing, role-modelling ethical behaviour, and applying principles and values consistently in decision-making.

Following this, participants will relate the information to their own role and use tools including the self-assessment to
- identify how they can develop the core behaviour
- create a development plan

3. Insights focused

This session will examine the core behaviour Insights focused.
The session will provide participants with an understanding of what Insights focused is, and how it impacts on business, the economy and the world of work.

The session will include:
- A discussion of the definition of Insights focused
- The rationale for Insights focused being a core behaviour for the HR professional

- An overview of the areas that are covered by the core behaviour, including evidence-based practice - asking questions, acquiring evidence, critically assessing evidence, using evidence to make effective decisions.

Following this, participants will relate the information to their own role and use tools including the self-assessment to
- identify how they can develop the core behaviour
- create a development plan

4. Passion for learning

This session will examine the core behaviour Passion for Learning.
The session will provide participants with an understanding of what Passion for Learning is, and how it impacts on business, the economy and the world of work.

The session will include:
- A discussion of the definition of Passion for Learning.
- The rationale for Passion for Learning being a core behaviour for the HR professional
- An overview of the areas that are covered by the core behaviour, including building networks and connections, being curious, identifying and utilising opportunities to learn, improve and innovate as a HR professional.

Following this, participants will relate the information to their own role and use tools including the self-assessment to
- identify how they can develop the core behaviour
- create a development plan

5. Professional Courage and Influence

This session will examine the core behaviour Professional Courage and Influence.
The session will provide participants with an understanding of what Passion for Learning is, and how it impacts on business, the economy and the world of work.

The session will include:
- A discussion of the definition of Professional Courage and Influence.
- The rationale for Professional Courage and Influence being a core behaviour for the HR professional
- An overview of the areas that are covered by the core behaviour, including speaking up and challenging others when required, using positive influence, communicating effectively to build relationship and networks.

Following this, participants will relate the information to their own role and use tools including the self-assessment to
- identify how they can enhance the core behaviour
- create a development plan

6. Situational decision-making

This session will examine the core behaviour Situational decision making.
The session will provide participants with an understanding of what Situational decision-making is, and how it impacts on business, the economy and the world of work.

The session will include:
- A discussion of the definition of Situational decision making

- The rationale for Situational decision-making being a core behaviour for the HR professional
- An overview of the areas that are covered by the core behaviour, including the factors to be considered when decision making, balancing opportunity and risk, measurement and evaluation of the impact of decisions, the impact of changing circumstances on decision making.

Following this, participants will relate the information to their own role and use tools including the self-assessment to
- identify how they can develop the core behaviour
- create a development plan

7. Valuing people

This session will examine the core behaviour Valuing people.
The session will provide participants with an understanding of what Valuing people is, and how it impacts on business, the economy and the world of work.

The session will include:
- A discussion of the definition of Valuing people.
- The rationale for Valuing people being a core behaviour for the HR professional
- An overview of the areas that are covered by the core behaviour, including communicating a compelling people vision, enabling people to be their best at work, enabling people to have a voice, promoting well-being and its benefits to the organisation,

Following this, participants will relate the information to their own role and use tools including the self-assessment to
- identify how they can develop the core behaviour
- create a development plan

8. Working inclusively

This session will examine the core behaviour Working inclusively. The session will provide participants with an understanding of what Working inclusively is, and how it impacts on business, the economy and the world of work.

The session will include:
- A discussion of the definition of Working inclusively.
- The rationale for Working inclusively being a core behaviour for the HR professional
- An overview of the areas that are covered by the core behaviour, including fostering an inclusive culture, cross-boundary working, creating a culture of knowledge, experience and expertise sharing, resolving conflict and building trust, obtaining a diverse range of perspectives and views.

Following this, participants will relate the information to their own role and use tools including the self-assessment to
- identify how they can develop the core behaviour
- create a development plan