

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Developing Professional Practice in Human Resources

PARTS 2 and 4 Only

LO2 - Understand the range of HR Roles and behavioral requirements of HR Professionals.

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LO4 – Be able to work collaboratively with others, as a member of a team or working group.

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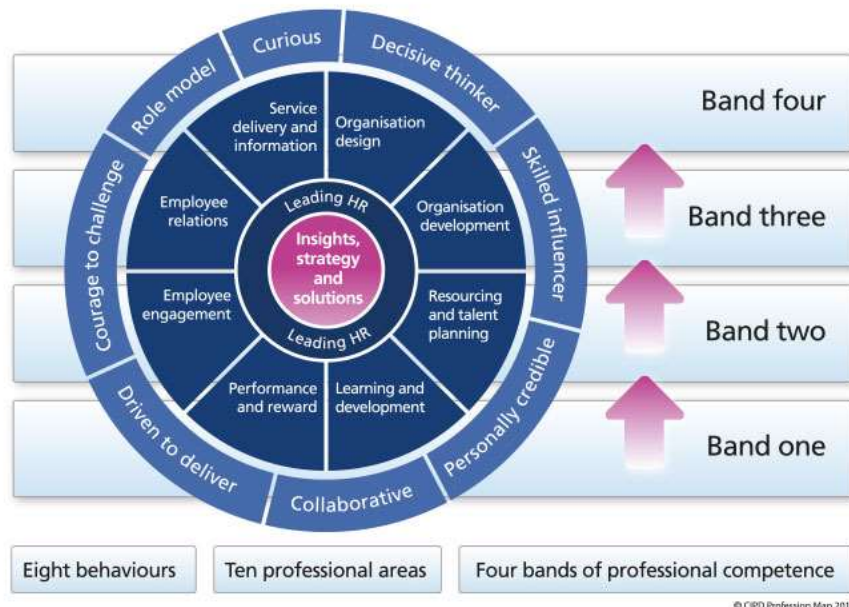
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Signed: *Leon Kedward-Jones*

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LO2 - Understand the range of HR Roles and behavioral requirements of HR Professionals.

The 2013 version of the CIPD Profession Map (PM) is a tool written by HR professionals within the CIPD for use by HR professionals to benchmark and improve the HR function and capability both personally and organisationally. The PM considers 10 professional specialisms and 8 behavior and defines these as methods to effectively manage and develop people.



The CIPD PM defines the HR function in a graphical manner consisting of 4 areas of significance. Based on a combination of factors it is possible for an individual to map their professional development using this matrix but will need to consider the following elements of the map:

Professional competence known as “Bands and transitions”. 4 bands of competence are identified, and the PM is concerned with the level of competence that should be demonstrated at each band and the challenges that are faced when transitioning from 1 band to another.

Band 1 – Developing fundamentals. The most basic entry level HR representative. Often client focused and supportive roles.

Band 2 – Adviser. At this level the HR Professional is more competent and able to address issues. Advising and managing individuals or small teams and addressing issues at the same level

Band 3 – Consultant or Co-Operative partner. A HR Leader addressing HR Issues and development at an organisational level and considered to be a trusted partner.

Band 4 – Leadership Colleague, client confidant and coach. A high-level HR Leader. Organisational and consultative strategist leading the organisation and developing long term HR strategies to meet organisational requirements.

“Professional areas” are split in to 10 activities that a HR professional need to know or do to be successful in their role.

1. **Insights, Strategy and Solutions.** Key and therefore core to the HR Function, forming the central part of the map. This activity requires an in depth understanding of the organisation, and it’s HR needs

and requirements. Using this knowledge to strategise HR solutions to meet both immediate and long term organisational goals.

2. Leading HR. A core function which all HR professionals should consider to be fundamental to the role. This is to act as a role model, and maximising the contribution of the HR team by supporting others as well as through your own activities.
3. Organisation design – Design HR functions to deliver objectives in both the short and long term
4. Organisation development – Identification of individual people and process capabilities then design and align HR strategies to steer the culture, behaviors, skills, and performance to achieve organisational goals. This includes change management strategy and implementation.
5. Resourcing and talent planning ensuring the organisation has the right skills and resources available to achieve its goals.
6. Learning and development – Create a learning culture and develop knowledge to meet current and future strategic requirements.
7. Performance and reward – Help to develop a high achieving environment through identification, and reward of key employee skills and capabilities in a manner that is both fair and cost effective as well as market relevant.
8. Employee engagement Work to develop effective leadership and management as a pre-cursor to developing employee engagement with their work and colleagues to promote a culture which optimises employee contribution to organisational objectives.
9. Employee relations Ensure that the relationships between an organisation and employees are managed effectively with a clear information and guidance on culture, practices, policies and ultimately by relevant law.
10. Service delivery and information. Ensure that the HR Service is excellent applying processes and management to the function in a cost-effective manner. Service should be measurable to allow for analytics to be made available within the organisation.

Behaviors are 8 key skills or behaviors that a HR professional should be able to demonstrate to undertake their role. Each HR professional will find that some of these come naturally to them whilst other behaviors may need to be learnt or developed, and some will be earned.

1. Curious – An innovative trait looking to add value to the function
2. Decisive Tinker – Analyses and processes data quickly, using that information, experience and knowledge to make recommendations and decisions which are robust and defensible
3. Skilled Influencer – Able to influence a diverse range of stakeholders to gain commitment and maximise organisational value
4. Personally Credible – Delivers professionalism by combining both professional HR and commercial experience to add value.
5. Collaborative – Works effectively with others
6. Driven to deliver – Delivers results through resourcefulness and determination
7. Courage to Challenge – Confident and capable of speaking out and challenging others even when there is resistance or unfamiliar circumstances.
8. Role Model - Lead by example behavior, demonstrating integrity, impartiality and independence within organisational and legal parameters.

The behaviors identified as part of the PM are essential to both the professional development of the individual and the HR function within an organisation. By Adopting these core behaviors, the HR individual will be professional and consistent in their approach to the activities presented to them. A professional approach will ensure that decisions are fair and robust, consistent and in line with organisational and legal requirements. A Professional approach will also instill confidence in the HR individual or Team with others both internal and external to the organisation. This will in turn make it easier for the HR professional to be a trusted partner with strategising at an organisational level and influencing the decisions that are made.

Each of the behaviors and professional areas are broken down by the CIPD and are given definitions at each level of competence allowing the HR professional to manage their own transition between bands and not only identify where they are achieving the requirements and core aspects of the next band, but also where their skills might require development if their career is to develop further.

Bibliography

<https://www.cipd.co.uk/learn/profession-map/2013-profession-map>

https://www.cipd.co.uk/Images/the-cipd-profession-map-standard-format_tcm18-9814.pdf

O4 – Be able to work collaboratively with others, as a member of a team or working group.

What is Group Dynamics?

Group Dynamics a branch of social psychology based around a concept introduced by Kurt Lewin in 1943. Lewin who was a Social Psychologist and Change Management Expert identified that within a group the members of that group will each naturally take on certain behaviors and roles within the group. The term describes the effect upon the group and the group members of these roles and behaviors.

Belbin was a useful resource for individual team member attributes. Dr Meredith Belbin developed the theory of group dynamics in relation to the individual group members each naturally falling in to the one or usually more of 9 distinct clusters of behavior or role types. Co-Ordinator, Plant, Resource investigator, Shaper, Completer/ Finisher, Implementer, Monitor/ Evaluator, Team Worker and Specialist. A team can be made up of any mix of the roles listed, but for a team to be high performing Belbin believes that the members of that team should between them deliver a combination of the 9 roles. As the dynamics of the team changes and the individuals are unable to portray the characteristics of the 9 roles, the functionality and effectiveness of the team reduces.

What is Political Behavior in Organisations?

(Horn, 2009, p.119) Politics could be defined as 'taking a particular view or position with the intention of personally gaining from that position'. Horn goes on to explain that there are 5 Political roles

Allies are those who will support and defend the objectives of the team and will align themselves to most of the team members

Bedfellows will align themselves to members of the team due to a perceived benefit to them of doing so. Bedfellows may disguise their true feelings to be accepted as part of a team they are aligning themselves to, but may choose to switch allegiance later

Fence-sitters remain neutral at all time. Their allegiance to team goals is weak or non-existent and when the team needs to be defended the fence-sitter will not support the team.

Opponents will openly question or criticise the teams aim or strategy. Whilst thought provoking and a good way to promote open discussion, Opponents in the team at the later stages of a team's development can be counterproductive.

Adversaries. Will try to sabotage the achievements of the team. Often perceived to be Allies or bedfellows, adversaries should be identified and given caution.

In an ideal world, a fully functioning team would be made up of members covering all aspects of Belbin's 9 clusters and would be free of any political influence. However, this is not the reality of working with people so the HR professional needs to be aware of the dangers of political influence and be able to identify and deal with the individuals involved.

As a HR Professional it is important to manage team politics as they can be erosive and demotivational. Effectively managing politics and lead to an individual and organisational win-win solution. It is possible to manipulate the dynamics of the team to ensure that the organisational goals are met. Opponents can be useful in the forming stages of a team and will promote review and reflection on the decisions made. Once the team has developed beyond the norming stage the opponents should be sidelined or removed if their political stance has not naturally developed into something else. Bedfellows, with the right incentive can be persuaded to be allies and work with the team to achieve the common goal. Fence sitters are unfortunately a characteristic that is not easy to manage. Avoid pushing them in to a corner and forcing a decision, but their reluctance to commit can sometimes be beneficial to influencing debate when needed. Adversaries are dangerous and should be identified and monitored. Challenging negative and subversive behavior can aid in bringing adversaries around to being allies, but ultimately, if a team member is an adversary within the team it may be that it is the wrong team for them.

A team with too many allies will work well together but may lack the reflective and thought-provoking input of an opponent, whilst a team made entirely of fence sitters is unlikely to ever decide or progress anything.

BCC IT is an IT solution provider with teams of people making up Departments. It is simple to identify with most of the team being allies or bedfellow. IT is also possible to identify small numbers of people fitting in to the other traits.

Part of our regular work is to “spec” installations for our clients. This will be a considered look at what the client requires now and in the medium to long term for our Infrastructure team to formulate a recommendation for Sale to quote based on. It is unfortunate that we have been able to identify that the team who are responsible for creating these recommendations are generally fence sitters. The issue this presented was that we would often need to push for a decision on what to quote for, then once the order has been placed by the client, the technical recommendation would change. This has many implications, but from a business point of view the biggest impact was that the new solutions almost always cost more and so margins are eroded. To resolve this issue, we have put a manager in to that team who acts as a political opponent when the specs are created to promote the discussion and open reflection on whether the solution is correct before the quotations are raised. This has Saved time post customer order and protected revenue and margins on at least 10 installations so far.

However, having an opponent is not always ideal! We have 1 Director who is exceptionally good at acting as the Opponent! He will, given the chance question and counter any discussion or decision. This has become counterproductive, almost to the point that it he could be an adversary. This has bene identified as an issue and he has been spoken to about it. As a management team we also work around this by holding very structured meetings allowing little room and time for procrastination, with an agreement that if a decision cannot be made quickly, decisions will be adjourned and all members will reflect on the discussion away from the meeting before reconvening.

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Belbin (The 9 Belbin team roles available at : <https://www.belbin.com/about/belbin-team-roles/> (Accessed 02nd January 2020)

Horn, R. (2009) The Business Skills Handbook. LONDON, CIPD