

Professional Behaviours and Valuing People

AC (1.1) Purpose and value of the people profession.

To be a people profession, it means to champion better work and working lives (CIPD web, 2025). The profession map sets an international benchmark for people professions and aims to equip people professionals to be the best they can be in an ever-changing environment (CIPD, 2021).

Surrounding the purpose of the profession map are the professional values; **evidence-based practice, outcomes-drive and people-led** (CIPD, 2024a). However, Barends, Rousseau, and Briner (2014) believes that there are many people professionals who are not using evidence-based practice.

Overarching the values are the standards; **core knowledge** refers to what you need to know to be an expert, **core behaviours** outline the behaviour required for us to live by our values and the **specialist knowledge**. The profession map was devised with the help of over 90,000 people including academic, CIPD members, partners and businesses (CIPD, 2021).

Working within the people profession teaches people how to be understanding and how to communicate with employees for a business to be sustainable (CIPD, 2023). Being a people profession empowers employees to thrive, both individually and collectively (CIPD, 2023).

CIPD have worked with several companies to help embed the profession map within their organisation through continued learning plans and competencies (CIPD, 2021). People professionals align the goals of an organisation through effective people interventions (CIPD, 2021). Research by Thunnissen, Bosiele and Fruytier (2013) highlights the importance of people professions in managing organisation change, well-being, talent development thus resulting in overall, better organisation effectiveness.

(AC 1.2) Apply own personal and ethical values

Schwartz (2012) theory outlines ten basic personal values that are recognized across cultures. One of these that ties in with 'willingness to learn' is achievement. Achievement is defined as "personal success through demonstrating competence according to social standards" (Schwartz, 2012). Willingness to learn is an important value as it allows me to progress, rather than remain stagnant, or even regress in skills that are not as often practiced. Within my job role, as I am new to people practice, this is something that I find myself doing most days. Despite there being an uncomfortable feeling about being nervous or anxious prior to learning something new, the longitudinal rewards outweigh the short-term uncomfortable feelings. Currently, I am attending this CIPD People Practice course in which I choose to attend lectures and try to read various articles and listen to podcasts to aid my assignments. The CIPD course has pushed me out of my comfort zone, I am learning new terminology, and I am learning to take on more responsibilities. One of these responsibilities include creating new policies and action plans in work, so by working with others who have

experienced this, taking on feedback and applying the feedback, this illustrates willingness to learn. In addition to this, I also attend supervision with an external experience people practitioners to guide me through new projects, such as contract consultations and redrafting our employee handbook.

There are a variety of ethical theories, for example, utilitarianism argues that the morality of an action is determined by the consequence (Deckop, 2006). Natural rights are used to refer to those right that belong to human beings due to their nature and these rights do not depend on laws (Crowe, 2007). Whilst I believe these ethical theories have their place within people practice, the one that I relate and is most evident in my work is deontology. Deontological refers to the duty-based ethical theories, meaning it focuses on the nature of the action itself as well as the motive in order (Benlahcene, Zainuddin and Akmal, 2018). Within this principle, the value of honesty is one that aligns to me. Within people practice, it is important to be honest about situations, or mistakes that have been made to should integrity. When having difficult conversations with employee's, I will be honest about the situation and ensure that the information that I am delivering is correct. Within this, I will also notify employees if I don't know the answer and will get back to them on that, rather than trying to answer all their questions there and then. Within team meetings, I have been honest about idea's that have been brought forward that I deem to not be well-suited for the company and explain my reasons why. However, there are elements of deontology that don't align with my values. For example, within people practice, we cannot solely rely on morals, we must ensure that we use evidence-based practice and ensure we are abiding by employment laws.

AC 1.3 The importance of contributing to discussions in an informed, clear and confident way to influence others.

Within people practice, influence means to have an effect or to make an impact (Taylor and Woodhams, 2022). As a people profession, we are with other people daily and therefore being able to positively influence them goes to the very heart of our contribution (Taylor and Woodhams, 2022). Yemm (2008) discusses that to influence others, you must take time to think about the broad message and how to convey it. It is important for communication to be informed and evidence-based to show that the message has credibility (CIPD, 2024).

When trying to influence others, by providing examples, this can illustrate what you are trying to say and allows the audience to be able to apply what you are saying to real-life situations, again this allows people practitioners to use evidence-based practice and thus gain more buy-in (Taylor and Woodhams, 2022).

Research has also found professionals who tend to be more self-confident and have more self-efficiency have been shown to be more effective at coordinating and delegating to others (Greenacre, Tung, and Chapman, 2014). Therefore, confidence is key when you are delivering a message and trying to influence others.

Nudge theory is a method of influencing others as it aims to slowly move people towards better decisions based upon small changes to existing environments using

methods of psychology (Thaler and Sunstein, 2009). In addition, the six Cialdini 6 rules of influence are also important, they include; consistency and commitment, authority, liking, lemming behaviour, scarcity and reciprocity (Taylor and Woodhams, 2022).

If people practitioners are unable to influence others, then it may lead to poor decisions being made because people practitioners were not courageous enough to speak up and challenge situations (CIPD, 2024). People practitioners must know their audience, know how to gauge them and how to best communicate with them to be able to influence (CIPD, 2024). If people practitioners are not able to communicate, then it can lead to conflicts not being resolved and/or a lack of collaboration in the workplace (Norman, 2024).

(AC1.4) Know when and how to raise matters that might be unethical or illegal.

As an organisation, it is important that we are proactively trying to reduce the number of potential legal conflicts that arise in the first instance but ensuring we have code of conducts in place (CIPD, 2024b). However, when a legal matter has been identified, then it is important that this is dealt with as effectively as possible. The organisation must take responsibility when things go wrong as a role model to the employee's (CIPD, 2024b). In addition, the company need to act fairly and in line with policies and procedures with each matter that arises (CIPD, 2024b). Depending on the severity of the illegal matter, can depend on the outcome. For example, if a staff member has made a GDPR breach by emailing the wrong individual with client details, then first, the issue needs to be brought to the employee's attention. Then, a data-breach form would need to be completed. Following this, there would be an initial meeting whereby the matter is discussed to see how the data breach occurred. It would be important to provide the employee with training or further training on the data-breach to ensure that this does not occur again. The organisation would also need to notify the individual whose data was breached and retract the email from the incorrect recipient. If further instances of data breach occur, then this could be deemed as negligence and further disciplinary action may be warranted. (CIPD, 2024c).

An ethical matter differs from a legal matter as it does not break the law but instead may feel 'off' and doesn't sit right with you, as an individual. To make a change to reducing unethical behaviours, we need to understand why they occur in the first place (CIPD, 2019). Ethical matters can be complex, and findings suggest that organisational culture and leadership can influence unethical behaviour (CIPD, 2019). An ethical dilemma that may occur, is having a party after a work event, especially if only certain members of the team are invited. Whilst this doesn't break any laws and employees may argue that it is a form of team building, it may not be that straight forward. If a party is held after a work, then if there are complaints raised, who would end up being responsible for this? Would this be a work situation or a personal matter? This could end up becoming a legal matter, depending on the nature of the complaint. Therefore, although it isn't illegal, it could quickly spiral into something legal. In addition, if not all staff members were invited to this party, then this does not promote a culture of inclusivity and could have negative impact on the individual, team and organisation.

If this situation arose, I would consult with the senior leadership on how best to handle it as it doesn't reflect our company values. As a company, we practice Acceptance and

Commitment Therapy (ACT) and a tool within this that can be used is an ACT Matrix (Polk & Schoendorff, B, 2021). I would have a 1:1 meeting with the staff member about their values – why are they with the company? What is important to them within their work? How may this be the same as some other staff members? We would then explore if there were any thoughts that currently come in the way, for example ‘person X doesn’t take criticism very well’ or ‘I don’t enjoy working with person X and Y as much as person A and B’. We would then look at actions in which move us away from the values identified (for example, not inviting them to a party). Then we would look at actions that allow us to work towards our shared purpose Polk & Schoendorff, 2021). For example, learning how to deliver feedback in a better manner, making all the team members a drink). This would aim to help resolve any potential conflict with the uninvited employee(s) and within the Matrix we can explore the reasons why having a party in general may not be the best idea.

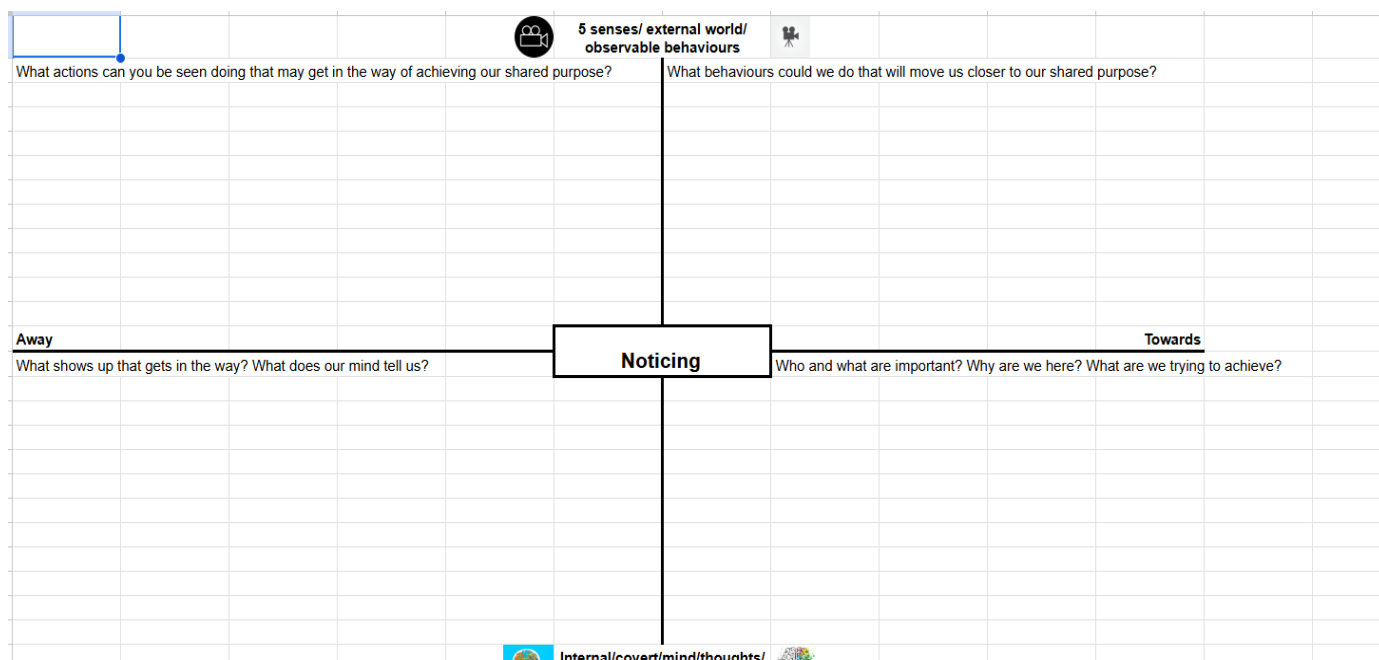


Image 1: An example of a blank ACT Matrix used within the company.

(AC 2.1) Argue the human and business benefits of people feeling included, valued, and fairly treated at work.

From my own perspective, there are many benefits to humans and the business if people feel included, valued and fairly treated at work. The human benefits can include better wellbeing and psychological safety. This is supported by David Rock’s SCARF model which outlines ways in which employee’s psychological safety can be reinforced (Javadizadeh, Aplin-Houtz & Casile, 2022). Psychological safety is also known to drive motivation as it is perceived that speaking up will not result in ridicule or rejection, therefore suggesting that the employee and their opinion are valued (Wietrak & Gifford, 2024). Maslow also explains how there are 5 different tiers of needs, with job security being on the second stage, sense of connection being the third stage and respect of others being the fourth stage (McLeod, 2024). Without the 2nd tier, then the other tiers cannot develop. If organisations allow employees to feel included, valued and fair treated at work, then they are likely to climb that ladder of tiers (McLeod, 2024).

With regards to business benefits, according to the social exchange theory, employees who have good experiences with their organisation are more likely to develop a psychological attachment with the organisation (Wietrak & Gifford, 2024). Therefore, if organisations provide good experiences through inclusion, valuing and fair treatment of employees, then the retention rates are likely to increase as this enhances commitment. I believe that if businesses value different perspectives of individuals and support them in being included, then this will improve overall business outcomes as you are valuing individual ideas that may not have been considered. Research has shown that employees who have a sense of belonging was linked to a 56% increase in job performance and 75% reduction in sick days (Gonzales, 2024).

(AC 2.2) Know how to design people practice initiatives to be inclusive and how to check inclusivity after an initiative has been implemented.

When creating an initiative, ensuring that the employee feels heard is important as employees who have good experiences with their organisation are more likely to develop a psychological attachment with the organisation (Wietrak & Gifford, 2024). Initiatives often require some form of change and Kubler-ross explains the first three stages of change are shock, anger and depressions (Malone, 2018). These stages are the most important to ensure that an employee is felt heard to progress onto the stages of exploration (Malone, 2018).

When you are presenting the initiative, it could be effective to use De Bono's 6 hats to hold a consultation (Ferre, 2023). The team can then be split into smaller groups, each having a different coloured hat and each group then has a chance to speak about what their perspective based on the coloured hat, thus providing everyone with the chance to be heard.

During the consultation, it would be important to ensure somebody was present to take notes and that these were shared to the team to read to refer to or in case they had further questions to ask. If further questions are asked, then sharing the answers to all employees if it a general question will provide the employees with the same answers and will potentially show the employees that you are happy to share all questions because there is nothing to hide about the initiative

Once the initiative has been implemented, then it is important to ensure that we gain honest feedback from employees to gather their thoughts for any amendments required and to know what went well.

To gather feedback, an anonymous survey can be sent out. Surveys are faster to distribute, and they are often preferred because they can be answered at any time, unlike interviews (Taylor and Woodhams, 2022). However, overall respondent rates may be lower in surveys because you are relying on people to complete them and at time, questions may be missed, intentionally or unintentionally (Taylor and Woodhams, 2022).

It would be important to gather feedback after 3 months of the initiative and then at a later date of 6 months to see if people's opinions remained the same or whether they

differed. If the initiative had been tweaked, then further feedback after 3 months of the tweak would be beneficial to see whether feedback had improved based on the amendments.

AC 2.3 Working inclusively with others and building positive working relationships.

Ensuring that we are working inclusively with others is crucial within people practice. Table 1 shows the recent questionnaire completed by my line manager; the feedback given was:

Working Inclusively	Self-Reflections	Line Management Feedback
Strengths	As I will be the only people practitioner within the organisation, I believe that as a people practitioner, I should and am able to model what working inclusively and positively can look like within a company. For example, when a staff member informed us that she was pregnant, a risk assessment was completed which deemed that she wouldn't be able to safely work with her current client. Therefore, we have adapted her role so that she is able to safely observe other staff members with the client, she completes admin with regards to the client which in turn, she has fed-back that she still feels like a valued member of staff, despite not working hands on with the client. In addition, have recently just become disability confident employer, level 1 which has been a goal of Skybounds to ensure an increase in inclusivity.	Megan is exceptional at this. She ensures inclusive practise is done by herself and others and is always looking at progress in this area. She is very positive and upholds Skybound values which is all focused around positively facing challenges, finding solutions, accepting difficulties to improve each person's life, both staff, clients and their families.
Areas to develop	An EDI action plan has been created, and I will continue to review and work through this. In addition, my action plan also includes looking at the next level for Disability Confident employer and	Megan is working on becoming more familiar with the relevant laws and guidance related to inclusive practise

	seek out knowledge of accommodations We are also creating a Welsh Language Policy and Action Plan Assess whether the relevant, future decisions of the company would suit most workers. Ensure that there is a sufficient way to collected feedback – either through focus groups and/or interviews. Even if we have most staff happy with the outcome, explore what if there are any further options to also suit the minority.	
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Table 1: Line Manager and self-reflections on working inclusively

Based on the feedback and self-reflections above, although I believe that working inclusively is a strength of mine, it is important that I continue to build upon what I already know and to expand my knowledge by completing the recommendations that I have set myself and that have been set by my line manager. As a people practitioner, it is importnat that we continue to learn and expand our knowledge and to continue to be up to date with the current literature to remain evidence based.

(A.C 3.1) Understand how the people practitioner role is evolving and the implications this has for your ongoing professional development.

The role of people practitioners is currently evolving very quickly and will continue to evolve over the next number of years. There are 4 areas' that I have focused on within table 2; developing digital skills for a digital world, use expertise on people and people management practices to develop effective Diversity and Inclusion strategies and to balance stakeholder needs and expectations (Green, Peters and Young, 2020). All these areas will require multiple actions to learn and understand what this may mean for companies. Table two outlines the goal, what we can do to meet the goal, the resources required and how I will measure success and impact.

What are we trying to achieve?	What can we do to meet this need?	What resources are required?	How will I measure success/impact?
Develop Digital Skills for a digital world (Green, Peters and Young, 2020)	Gather data on the current digital skill level for employee's Ensure that I identify gap in employee's digital skills and provide the correct	Digital skills assessment tool Specific courses based upon the skill deficits identified for employees Training for myself on AI to then train staff, identify areas	Data collection to be taken 3 months after the digital skills courses have been completed to see where there is an increase in skills. Buy-in from the employees with

	courses to help upskill the staff Explore the use of AI within the company – providing training on the strengths, limitations and ensuring boundaries are set with AI where required within a policy (Green, Peters and Young, 2020)	of use and to develop a policy	regards to the use of AI where appropriate. Staff to be able to identify situations in which AI wouldn't be appropriate and why
Use expertise on people and people management practices to develop effective D&I strategy (Green, Peters and Young, 2020)	Explore how we can be principle-rather than policy-led approach to inclusion to support individual need. To influence senior leaders and the wider organisation to champion equality. Stay with up-to-date knowledge and understanding of D&I to define and drive improvements within the context of the organisation's culture. (Green, Peters and Young, 2020)	Meetings with D&I experts to explore how we shift from policy-led to principle-led. Courses and literature reading to ensure that I stay up to date with the knowledge to influence others and to help improve the company's culture.	A Senior-leadership team member or myself to become a D&I champion. Surveys to show that staff members believe that we are D&I inclusive.
Balance stakeholder needs and expectations (Green, Peters and Young, 2020)	Consider appropriate employment relationships that align with their business context, consumer/customers	Continue to attend the current organisational capacity meetings to gain a greater understanding.	Be able to contribute to the organisational capacity meetings with confidence and realistic ideas.

	r needs and the demographics of our workforce. Be confident in having honest conversations to address inconsistencies, 'privileges and tensions among the workforce to ensure fairness, equality, and good job quality. (Green, Peters and Young, 2020)	Mastering Clinical conversation to be read and practised to ensure that I am confident in having difficult conversations when required.	Being able to have more difficult conversations with ease ensuring that the other person(s) feel heard and understand why I have had to raise the inconsistencies.
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Table 2: A table showing some target areas and goals and how I will measure impact to ensure that I am following the evolving trends within the people profession. (Green, Peters and Young, 2020)

AC 3.2 Be able to assess (own) strengths, weaknesses and development areas

Within this question, when gaining feedback from my line manager, the focus was on two core behaviours of the CIPD profession map; Valuing People and Professional courage and influence. In February 2025, feedback was given about my performance within these two behaviours which are outlined in Table 3 and 4 below.

Prior to starting within the people profession, I worked, and continue to work, in the company as a behaviour analyst. Within this role, I use the principles of behaviour science to help teach new skills. However, more recently, due to working in the people profession, I have been looking at language as a behaviour and the power of this. Within behaviour analysis, this is referred to as Relational Frame Theory (RFT).

February 2025	Valuing People	Professional courage & Influence
Feedback from Line Manager (Summary)	Meg values our team of people and clients. Meg is focused on enabling voice, choice and control wherever appropriate for every person, which aligns with Social Care acts. She is aware of how language interplays and actively uses an evidence-based approach underpinned by behaviour science. Some more advanced understanding of	This is an area of recent growth for Megan. She is finding her feet whilst taking on more responsibility. She has become more aware of her influence over people recently and how this means she needs to ensure she is using correct words, terminology etc. She is becoming more aware of how her spoken words may be interpreted differently by others

	language (RFT) and the interplay with HR could be beneficial.	and that therefore as she is in a position of power, she needs to choose words very carefully. She owns up to mistakes quickly and suggests corrective actions which is an excellent model for team members. Be aware of the terminology and words and how they may evoke feelings/ situations/ behaviours of others.
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Table 3: Summary of feedback from my line manager surrounding valuing people and professional courage and influence.

Self-Assessment	Valuing People	Professional courage & influence
Strengths	The skills that my company have provided me with allows me avoiding the drama triangle and engage the empowerment triangle to help solve conflict. During meetings surrounding conflict, I ensure that everyone believes that there have been heard in order to come to an effective outcome	I am starting to understand more how I may be perceived by others, which has been a shift from my other role in the company due to being in a position of authority. I am modelling professional courage to others by setting myself targets based on things that I find difficult, for example, public speaking
Weaknesses	I am a behaviour analyst in my profession in which we explore the power of language using relational frame theory. However, being able to combine people practice and behaviour science can be tricky as I'm not yet fluent in the realm of people practice to merge the two together. At times, I will speak over people as I have a thought that I want to say. When speaking over someone, this may cause the speaker to feel that I am not listening to them and/or valuing their opinion.	At times, I can be reluctant to challenge but I am starting to build in confidence with this. I am still learning how to ensure that I influence people, ensuring that my argument is fluent, and I am able to recall the research supporting my idea. Depending on the audience will depend how much I will try to influence due to confidence – I am much more likely to try and influence people I line manage rather than the senior leadership team as I think that they will always know better than me

Is this a focus for an area of development?	Yes	Yes
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Table 4: Self-reflection surrounding valuing people and professional courage and influence.

(AC 3.3.) Formulate a range of appropriate CPD options to support ongoing learning.

With regards to the two core behaviours that I have selected (valuing others, and professional courage and influence), 3 goals in each section have been devised and outlined in the tables below:

Learning Outcome: Valuing People				
Activities that I will take part in	When?	Resources needed?	What does success look like?	Why have I selected this goal?
To continue reading Mastering the Clinical Conversation	By the end of 2025	Mastering the Clinical Conversation Book	Being able to apply this book to my meetings, including line management meetings, HR meetings and team meetings. 'Applying' this book could look like: 1) Staff members feedback highlighting that they felt listened to during discussions 2) Being able to deliver a concise, well-presented argument for or	This activity has been chosen as although I am aware of how language can impact on people, I can find it difficult to put this into practice. By reading this book and completing the activities within the book, this provides me with real-life practice on how to ensure that I am choosing my language carefully.

			against something	
To attend CIPD course 'valuing people'	21/3/2025	Access to the course	Being able to explain to someone else the reason why it is so important to value others. Being able to apply aspects of this course to my current job role Being able to complete task 3.	By attending this course, it will help me ensure that the company and I continue to value others.
During the team meeting, complete a presentation based upon valuing others to model and explain the behaviours expected within the company.	April 2025	Time to complete presentation . Time within the meeting to present	Delivering a concise, well-written presentation Staff members to start modelling the expected behaviours more frequently	By completing a short presentation on the course in action 2, this will allow me to put into practice what the course has taught me. It will also provide the company with further insight on how to ensure that we continue to value one another.

Table 5: Action Plan surrounding 'Valuing People'

Learning Outcome: Professional courage & influence				
Activities that I will take part in	When?	Resources needed?	What does success look like?	Why have I selected this goal?
To ask people to summarise back what I have said to check they understand what I had meant.	Ongoing Action	Another person – during meetings	Data collection to be taken on whether people have been able to summarise what I have said to ensure they have understood what I had meant When 8/10 consecutive conversations have been correctly summarised back to me – this will mean I am on the way to being successful. Being able to maintain this in the future will mean I am successful.	This will allow me to think about people's relational frames with certain words and to ensure she thinks about other people's relational frames. Ensuring that my message has come across clearly is crucial in influencing others.
To ensure that I ask further questions about situations to understand the situation clearly	Ongoing Action	Other people	When I go to Senior Leadership Team, and I can answer most of the questions because I have that information from the other individual Being able to come to an	This will gain more knowledge about the situation which in turn will allow me to feel more confident if I need to challenge what has been said.

			agreed resolution with the other person that resolves their concern/situation	
Complete the professional courage and influence CIPD course	20 th April 2025	Access to the course	Completing the course and being able to reflect on why this is important to our company.	By attending this course, it may better equip me with projects later down the line where professional courage and influence will be required

Table 6: Action Plan surrounding 'Valuing People'

(AC 3.4) Reflect on and draw conclusions about the effectiveness of development activities.

Our CPD plan will continuously grow – or it should, if we want to be the best people professionals that we can be. Whilst I have undertaken many formal and informal activities over the last year of being within the world of people practice, I have selected three and discussed them in Table 7 below.

Planned Outcome: Improve company recruitment of the right staff members	
What I Did	Attend a course on recruiting talent
Impact on me	Whilst the course had some benefits, I don't think that this greatly impacted me and my work as I couldn't directly apply anything new based on the course
Reflection on what I have learnt	The work that we complete is very bespoke and unique, so a typical general course doesn't quite meet our needs as a company. In general, I learnt a lot that could be applied to a more 'typical' style working place. I did learn the importance of ensuring that job adverts are posted on all forums of social media, which we have taken onboard and been able to apply within the company.
Reflection on how I learn	This method was beneficial to a degree, but it is not the method in which I learn best.
Planned outcome: Attend courses related to the labour law changes	
What I Did	Attend courses related to the labour law changes
Impact on me	Attending this course allowed me to further understand the labour law changes that are coming into place. It allowed me to create a 'to-

	do' list to check that our company are prepared for the upcoming labour law changes
Reflection on what I have learnt	This taught me that the people profession can, at times, be limited to different laws and legislations. With the change of government within the UK, there is a different focus, and we must be willing to learn and understand how this applies to the company in practice. The course taught me how the government may be perceived to be more and more 'for the employees' and how this will positively but also may negatively impact the company. When completing the 'to-do- list, Skybound won't need to alter much however as we are a small company, there are likely to be large financial implications which we have started to discuss and plan for with the finance team.
Reflection on how I learn	This course was easily applied to our company; it allowed me to create a to-do list to work through. Being a more kinaesthetic learner, this allowed me to put what I had learnt into practice and therefore become more beneficial
Planned Outcome: Help improve staff well-being	
What I Did	Explore the company benefits to be able to guide employees
Impact on me	As we have a variety of benefits within the company, this took longer than first identified. As it was an informal activity, I didn't think that it would impact me greatly – but it did! It allowed me to feel more empowered to know how to help our staff. The staff feedback has been great with members of staff now accessing all our benefits, including free dental checkups, mental health support, therapy sessions, chiropractor sessions and more.
Reflection on what I have learnt	I have learnt to take the time to complete an activity like this. It isn't a 'tick box' exercise, it is extremely beneficial for staff members to know who to go to, to be sign posted to various services. The employee's well-being is optimum, so if we can aid this in various ways (this being just one of the methods, then we should. The staff have given good feedback on the services and feel grateful to have them, so we should promote them!
Reflection on how I learn	I enjoyed doing this as it was a more 'hands on' activity, in comparison to someone talking to me and then me having to go and apply this to our setting.

Table 7: Reflection on three CPD activities completed

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