

Q1. (AC 1.1)

What is a people professional?

A professional is someone who acts with competence, knowledge and integrity (Smith and Mitchell, 2022, p.142). A **People Professional (PP)** supports organisational goals by enabling employees to perform at their best. The CIPD sets the professional standards and core behaviours for this role, ensuring we act ethically, fairly, inclusively, and with professional courage, while committing to continuous learning (CIPD, 2023a). This approach applies to every stage of the employee experience, from recruitment and onboarding to development and exit.

Evidence-based

I will be guided by data, academic research, employee feedback, and my own professional experience and knowledge (Briner, 2024). I will implement systems to capture key people metrics and establish safe, accessible channels for employee voice. I will also measure the impact of HR initiatives to ensure the people function remains accountable, outcomes-focused (CIPD, 2023b), and aligned with both organisational and people needs.

Championing good work

Beyond providing an administrative function, I will promote work that is accessible, healthy, fairly rewarded, purposeful, and provides development opportunities (CIPD, 2023c). This approach should improve engagement and performance, while enhancing Nexxobyte's reputation as an attractive employer. I can introduce wellbeing/L&D initiatives and working practices that address Nexxobyte's needs, such as flexible or hybrid working.

Improving culture & engagement

I will champion diversity and creativity (key drivers of success for Nexxobyte) while nurturing belonging and affiliation, which are intrinsic human needs (Armstrong, 2023, pp.197-198). People perform best when they feel connected (Heffernan, 2015). A study of software developers found that teams with strong relationships completed projects "with fewer defects, adhered more closely to budgets and deadlines, and received more favourable client feedback" (Amaechi,

2021, p.145). I will empower managers to build inclusive and effective teams by coaching them to hone their natural leadership styles and advising on conflict resolution and trust building. By role-modelling openness and transparency, I hope to encourage colleagues to speak up and collaborate.

Promoting fairness

The values of integrity, inclusivity, equity and fairness will underpin my approach (Smith and Mitchell, 2022, p.152) and align with Nexxobyte's own values and vision. I will help standardise people processes to ensure consistency and legal compliance, for example, developing clear and fair policies and a staff code of conduct, and guidance on recruitment and L&D activities.

Ultimately, as HR Adviser I aim to embed a supportive and fair culture by formalising processes that allow people to thrive in their roles. When employees feel valued, Nexxobyte will benefit from greater engagement, integrity and collaboration.

Q2. (AC 1.2)

The CIPD emphasise that it is essential for PPs to understand their own values as they guide decisions and behaviours in workplaces (Young, 2024). To be truly influential, personal values need to be applied to everyday actions.

Authenticity, acting in sync with my true self (my beliefs, values and identity) (Vanderheyden, 2022), is a key value I will role-model at Nexxobyte to nurture psychological safety. By stepping into my individuality, I will enable others to do the same (Linton, 2024), allowing employees to channel their energy into work rather than into conforming or self-censoring (Lancer, 2024). Importantly, this does not compromise professionalism; rather it redefines it to include self-expression and transparency.

Authenticity will guide open communication and creativity. Being open about your own limitations and mistakes contributes to a growth-orientated culture and empowers staff to contribute their unique skills and ideas without fear of judgement (Linton, 2024). I could schedule regular manager check-ins, create multiple staff feedback channels (e.g., virtual suggestion box), and communicate outcomes of such activities clearly. When developing policies,

authenticity ensures collaboration with all stakeholders, producing policies that are clear and practical. Authenticity can rebuild damaged organisational trust, as employees will see alignment between words and actions, reducing the “say/do gap” (Young, 2024). From a deontological perspective, authenticity reflects a duty to act with honesty (Armstrong, 2023, p.48) e.g., challenging misconduct regardless of status, and ensures HR practices are principled rather than performative.

Compassion, being sensitive to the suffering of others and not wanting to perpetuate it (Gilbert, 2013, cited in Bailey and West, 2022), can guide people practice by supporting wellbeing. This could involve providing resources, training, or flexible working arrangements, and promoting healthy habits like regular breaks. Compassionate leadership can strengthen the quality of difficult conversations by encouraging participants to be fully present and engaged (Dutton and Worline, 2017, p.67), allowing uncharacteristic behaviour to be noticed, such as missed deadlines and lateness, and responding with curiosity and “sensitive inquiry” instead of punishment (Dutton and Worline, 2017, p.138). In conflict resolution, all parties will feel heard and discussions will focus on learning over blame. Reward and recognition will also reflect compassion, such as expressing sincere gratitude and recommending pay adjustments where appropriate. Furthermore, change management would prioritise people over business efficiency. For example, standardising annual leave booking rules would involve giving staff reasonable notice and a genuine say in the matter, reflecting the democratic ethical perspective that those affected by decisions should have the opportunity to be involved in shaping them (CIPD, 2015, p.21).

Q3. (AC 1.3)

Effective communication is essential for building strong relationships with managers, who are the “crucial link” between the employer and the workforce (Adam-Smith and Rumbles, 2013, p.238). Communicating in an informed, clear and confident way cultivates trust, enables constructive and respectful conversations, and ensures PPs remain a credible strategic partner.

Expressing confidence instils belief in my professional judgement, and inspires confidence in others (Claes, 2025, p.2), promoting transformational

leadership that is built on autonomy, trust, transparency and accountability (Amaechi, 2021). Trust is the foundation of a psychologically safe environment where individuals can share ideas and collaborate. Without this, employees can become risk-averse and disengaged, limiting innovation and problem solving (Claes, 2025, p.3).

Being informed is equally vital. HR advice must be grounded in evidence to ensure ethical and legal decision-making (Gifford and Young, 2023). Using research and data to support proposals is essential for securing management buy-in. Demonstrating business acumen and understanding Nexxobyte's industry further strengthens influence, and CPD ensures HR knowledge remains insightful and up-to-date (CIPD, 2023b), contributing to organisational growth.

Understanding others' communication styles and ego states supports clearer, more empathetic messaging during change (Waite et al., 2021, p.78). Adopting Berne's "Adult" state (calm, rational and non-threatening) (ITAA, 2025) encourages open, constructive dialogue. Likewise, taking a Coach or Challenger stance, rather than acting as Rescuer or Persecutor, helps to defuse tensions early (Gunn, 2025). Rephrasing for clarity, as well as demonstrating strong listening skills, appropriate tone, and aligned non-verbal communication, prevents misinterpretation (Waite et al., 2021, p.78). However, passivity or ambiguity can trigger threat responses (CIPD, 2017), leading to disengagement, resistance or conflict.

The consequences of failing to communicate clearly, confidently and with sound knowledge **for me** could be loss of credibility and influence, making it harder to gain support for future people initiatives (Waite et al., 2021, p.70). This could limit my professional growth and reduce my role to a transactional, rather than strategic, function. **For Nexxobyte**, there could be continued inconsistency and stagnation. Poor communication could allow unethical or illegal practices to persist, damaging trust, morale and productivity further (Gunn, 2025). This is a pivotal time for Nexxobyte, a young, fast-growing company, and lacking a "firm voice" could risk establishing an unsustainable climate that perpetuates drama, resulting in increased complaints, turnover, and missed opportunities for growth.

Overall, communicating effectively is fundamental to both my professional success and the organisation's ability to build a positive culture and achieve its business goals.

Q4. (AC 1.4)

John Amaechi (2021) states that “culture is defined by the worst behaviours tolerated” (p.150). If unethical behaviour is ignored, it signals to others that such actions are acceptable (CIPD, 2019). It is therefore imperative for Nexxobyte’s PPs to demonstrate professional courage and respond appropriately.

Upon learning that a manager had approved costly training for some staff but not others, I would first gather evidence, including training requests, approvals, budgets, and staff statements, to identify patterns. If inconsistencies emerged, I would meet with the manager to understand their rationale and promote fairness going forward, adopting a Challenger stance (Employee Experience Magazine, 2025). I would document the discussion and agreed actions (ACAS, 2025a). To prevent recurrence, I would collaborate with leaders to develop a clear staff development policy outlining approval criteria and budgets, supported by management training on fair decision-making, with managers creating Personal Development Plans to identify areas of improvement, importantly communicating this as a developmental activity rather than a punitive measure (CIPD, 2019).

The second situation involving a misuse of company time and resources could indicate a breach of trust or policy. While stealing is always wrong from a deontological perspective, the response should be proportionate to the harm caused (CIPD, 2025a). I would collect evidence with the line manager to establish the extent of the issue (e.g., frequency, equipment used), then review Nexxobyte’s Code of Conduct, Secondary Employment Policy, and the employee’s contract. If policies were unclear, the employee may not have realised their behaviour was unacceptable. Following Nexxobyte’s Disciplinary Policy, I would hold a fact-finding meeting with the employee, allowing them to respond and to identify any underlying issues. Factors such as exposure to unethical norms or limited task variety can increase unethical behaviour (CIPD, 2025a). If personal or financial difficulties contributed, I would refer the employee to the EAP or other support.

For minor or unintentional offenses, a written warning may be appropriate, emphasising that future breaches would lead to disciplinary action

(Armstrong, 2023, p.524). However, deliberate or sustained misuse causing significant business impact, such as in the case of an NHS nurse falsifying timesheets (Humphries, 2024), would warrant a formal investigation to determine whether gross misconduct had occurred and to advise that dismissal may be a potential outcome

Overall, to prevent similar incidents, I would recommend regular policy reviews, management training, and reminders that high performers are not exempt from accountability. Periodic audits of training and budget spend, a transparent whistleblowing procedure, and inductions that reinforce Nexxobyte's values and Code of Conduct would further strengthen integrity and trust across the organisation (CIPD, 2019).

Q5. (AC 2.1)

While **diversity** recognises individual differences and intersecting identities, **inclusion** means cultivating belonging, allowing people to perform at their best *because of*, not in spite of, their differences.

Fair treatment ensures legal compliance with the Equality Act 2010, protecting individuals from discrimination and reducing the risk of costly legal processes (Ali, 2024). An inclusive culture strengthens employer reputation and supports recruitment and retention, as job seekers are increasingly prioritising fairness and wellbeing when choosing employers (Business News Wales, 2021).

According to the "Inclusion 3.0" framework (Frost and Kalman, 2016), true inclusion encourages organisations to leverage diversity as a source of competitive advantage. Inclusive practices such as reasonable adjustments and positive action widen access to underused talent pools, such as over fifties and those with disabilities, who desire to work but face barriers and stigma (CIPD, 2025b).

Changing workforce demographics, resulting from an ageing population and increased inward net migration, for example, has prompted organisations to adapt to a broader range of needs and expectations in order to remain representative of the community. Research shows that inclusive organisations achieve higher innovation and problem-solving (Department for Business, Innovation & Skills, 2013, p.7), as diverse perspectives (e.g., differing

disciplines, experiences, thinking styles) counter groupthink. Heffernan's concept of social capital supports this, highlighting how bonded teams are more motivated, productive, and less likely to clash. In contrast, rivalry suppresses creativity and teamwork (Heffernan, 2015). An NHS study found that nurturing inclusion and recognising staff achievements improved morale, resilience and patient care (Hall et al., 2024). Moreover, inclusion can enhance organisations' understanding of their products' end-users and therefore open up new markets, as diverse teams are better equipped to design products for varied customers (Adam-Smith and Rumbles, 2013, p.240).

Yet, employees should be valued and treated fairly simply because it is the right thing to do, reflecting deontological ethics which emphasises moral duty over profitability (Armstrong, 2023, p.48). David Rock identifies relatedness and fairness as key drivers of engagement and wellbeing (Rock, 2022); when these psychological needs are met in the workplace, trust and collaboration are promoted, and job satisfaction increases.

Given that people spend much of their lives at work, employers have a responsibility to create environments where employees feel heard, safe, and respected. This environment enhances engagement and performance while addressing wider societal issues such as loneliness, an epidemic which costs UK employers an estimated £2.5 billion annually through productivity loss and absenteeism (Lubitsh, 2025).

Ultimately, embedding inclusion into the employee experience is essential for sustainable business success, as it cultivates a motivated workforce, while fulfilling the employer's ethical duty to support their people and positively contribute to the community.

Q6. (AC 2.2)

To design a fair and inclusive Staff L&D policy, the first step is to audit current practices, including informal arrangements and existing complaints, and benchmark them against similar organisations (Ali, 2024) and guidance from bodies such as ACAS and the CIPD. An initial attitude survey should be issued to assess how included staff currently feel regarding L&D opportunities, including

questions on how supported they feel, and whether they have the skills and knowledge to perform their jobs effectively.

To ensure the policy reflects Nexxobyte's needs, consultation should be conducted through group discussions with different roles and teams, as well as a review of exit feedback, and input from marginalised groups and union representatives. A steering group can be established to co-design the draft policy, ensuring collaboration, transparency and alignment with organisational goals. The implementation action plan should include a communication strategy, manager training, reinforcement at induction and team meetings, and evaluation methods, maximising the policy's reach and effectiveness (ACAS, 2025).

The policy should be concise, flexible and transparent to reflect Nexxobyte's size and growing workforce. It should recognise different learning styles by including a range of training formats, such as peer mentoring, self-directed learning, guest speakers and formal training, to enable all employees to participate (Frost and Kalman, 2016, p.71). An equality statement should confirm commitment to inclusivity across all contract types and protected characteristics, supported by accessible language (e.g., plain English, gender-neutral) and formats (Saeed, 2019). Guided by ethical frameworks such as equity theory, additional resources can be allocated to develop the skills of underrepresented groups and ensure equitable access to learning (Hayden, 2025).

The policy should outline:

- Principles, scope, and responsibilities of employees, managers, HR
- How development needs are identified and funded
- Fair distribution and monitoring of budgets
- Learning activities included/excluded
- Application and approval process
- Review periods, evaluation methods, and points of contact

(Morris, 2025)

After three months, the attitude survey should be reissued to compare with the baseline results. Participation data, sorted by demographic or role, can help identify trends (e.g., if only senior staff access training) (Armstrong, 2023, p.600). Qualitative feedback from one-to-ones and team meetings would provide

further context. KPIs such as retention rates and L&D-related complaints should be monitored to assess organisational impact. Findings will inform adjustments and future reviews. As Nexxobite grows, the feedback process should remain scalable, such as bi-annual surveys, to ensure the L&D policy continues to be fair, inclusive and aligned with business and people priorities.

Q7. (AC 2.3)

I undertook a self-assessment and invited nine colleagues to give feedback on how I demonstrate the six Associate-level standards. The anonymous survey combined Likert-style ratings and comment boxes. Respondents included HR/Payroll colleagues and management (e.g., VP of People & Wellbeing).

Graph 1: Colleague feedback on inclusive behaviours (Likert scale)

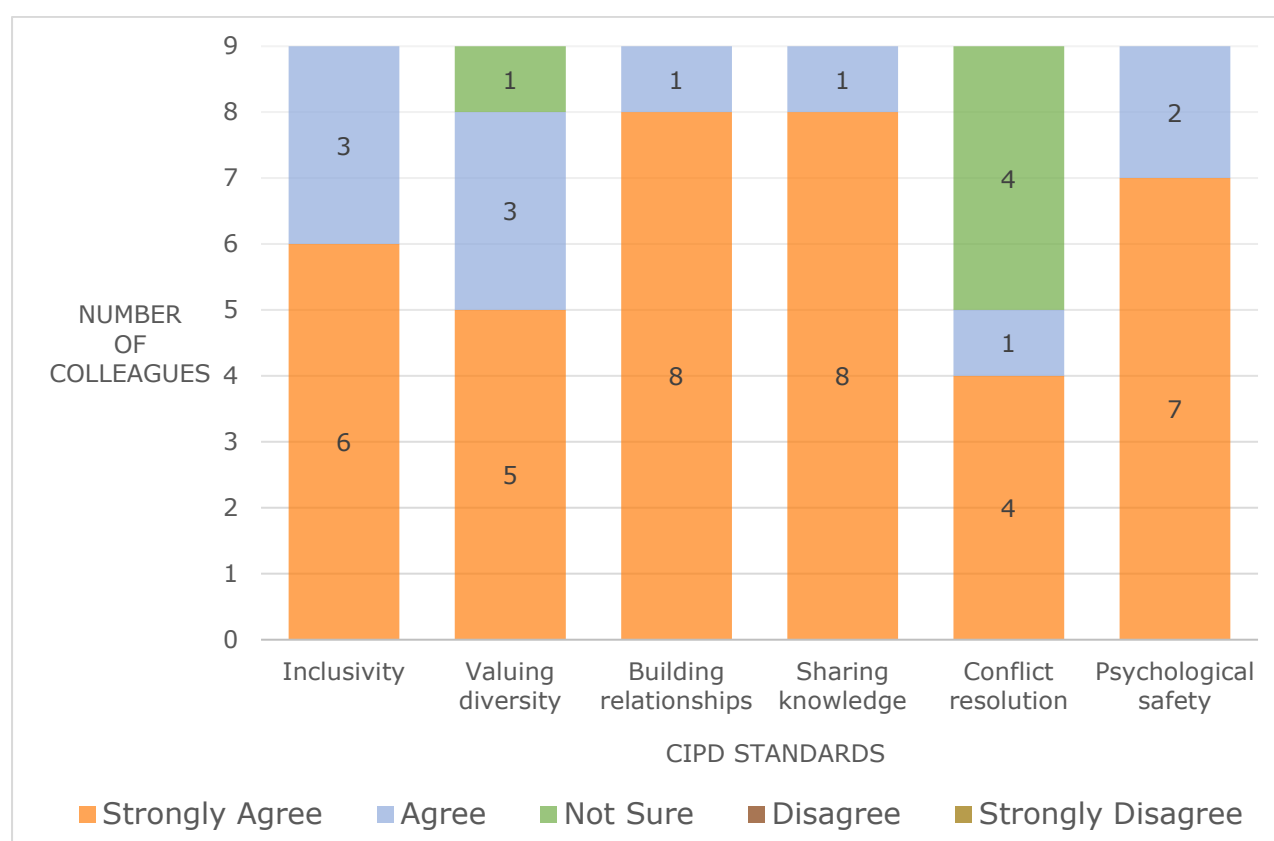


Table 1: Summary of colleague feedback and personal reflections

Standard	Feedback	Reflection
Inclusivity	100% agreed this as a strength. <i>"adapt[s] her style... to meet the needs of the individual"</i>	I understand colleagues as individuals and delegate based on strengths, though I could build stronger rapport beyond work topics.
Valuing Diversity	Expresses views confidently while respecting others. <i>"strong empathy, open mindedness and cultural awareness"</i>	I encourage discussions on difference, e.g. recently raising bias concerns during a debate on AI recruitment.

Building relationships	Approachable and well-networked. <i>"built strong relationships with managers...and is well respected."</i>	I give my full attention, celebrate achievements, and collaborate across teams, though I sometimes prefer to work alone.
Sharing Knowledge	A supportive mentor who <i>"takes time to develop and train others"</i> , shares useful information on the HR Teams page.	I share good practice and create concise guides. I aim to continue mentoring colleagues to build their confidence and encourage independent problem-solving.
Conflict Resolution	Has a <i>"quiet confidence"</i> in difficult situations, but could address tensions sooner. <i>"maintains a balance of fairness which rubs off on her colleagues"</i>	I stay composed but sometimes delay difficult conversations, often adopting a Rescuer role at my own expense (described as "selfless").
Psychological Safety	Creates a positive environment but could develop confidence. <i>"a very effective member of the team and I wish they could see that for themselves."</i>	I model openness about mistakes, workload, and wellbeing. I should strengthen self-belief to inspire greater trust.

Q8. (AC 3.1)

The people profession is evolving in response to shifting employee expectations (Paramaguru, 2025) and rapid technological change. Regular horizon-scanning enables PPs to remain proactive and prepare the wider workforce for future developments.

Employees, particularly younger generations, are increasingly seeking

organisations whose values align with their own (Deloitte, 2024). This has heightened expectations for employers' social responsibility, influencing their recruitment strategies and employer branding in order to maintain competitive advantage. Practitioners must therefore embed ethical, inclusive and sustainable practices throughout the employee experience (CIPD, 2023a). For my professional development, this means strengthening my ability to lead on initiatives that promote fairness, transparency, wellbeing, and consideration for the wider community and planet.

Technological advancements are transforming how HR services are delivered, with automation streamlining routine tasks and shifting the focus towards strategy work (CIPD, 2020, p.19). With the HR AI market projected to grow significantly (Edens, 2025), PPs must be digitally confident, data literate, and able to anticipate the human impact of technology, including risks like digital presenteeism (CIP, 2020, p.12) and job redesign. For my development, I will strengthen my digital and analytical skills while honing my human skills such as empathy, communication and critical thinking (CIP, 2020, p.16), ensuring technology enhances, rather than replaces, the humanity within the profession.

Q9. (AC 3.2)

A key strength is my **time management** and ability to balance work, study and personal commitments. *Table 1* highlighted my reliability and teamwork. Rather than multitasking, I adopt a mindful approach, using planning tools such as the Pomodoro technique to enhance productivity and quality (Powell, 2016). This focus extends to how I interact with others, giving them my full attention during conversations.

I bring a **passion for learning** and self-development, seeking opportunities to improve ways of working and staying informed about external trends. For example, insights from Kristen Neff's work on self-compassion has informed how I approach challenges. As discussed in Q8, I strive to ensure that my growth aligns with my ethical values as this an increasingly important expectation for PPs.

As technology evolves rapidly, as discussed in Q8, I recognise the need to strengthen my **data literacy** to inform evidence-based decisions, while maintaining privacy and data security. This will support my development into the profession's increasingly strategic realm.

I aim to build **confidence in conflict resolution**, an area of limited exposure so far. As reflected in *Table 1*, this lack of experience, as well as my INFJ profile, can make asserting myself difficult. Practising resilience, gaining experience, and setting boundaries will strengthen this skill.

Q10. (AC 3.3)

I will study positive psychology, including Amy Gallo's work on workplace dynamics, through self-paced online resources such as her talks and book *Getting Along*. My goal is to build my understanding of workplace dynamics while improving my confidence and assertiveness. I will schedule weekly development time over the next six months, using short micro-learning sessions that fit alongside work commitments. This will enhance competence in creating supportive social connections, reframing conflict, and setting healthy boundaries, thereby developing my professional courage as highlighted in reflections. I will balance theory with practice by applying techniques in meetings and simulated scenarios with the help of colleagues, reflecting on feedback (e.g., what went well?), and applying my learning in new situations.

Over the next three months, I will shadow and collaborate with data-focussed colleagues (e.g., Wellbeing Advisor, DEI Lead) to learn how they collect, interpret and use people data to guide initiatives, such as using exit data or workforce demographics. While a people analytics course could complement this, hands-on experience and collaboration will allow me to apply skills, observe best practices, and navigate real-world challenges that arise. I will seek feedback and recommendations for further learning from involved colleagues, to reinforce and deepen my understanding.

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Q11. (AC 3.4)

Record Name	CIPD Trust Webinar: Create an age-friendly culture (Centre for Ageing Better)
Date:	08/07/2025
Profession Map Area:	Inclusion and diversity
Type of Learning Experience:	Attended an event
Supporting material:	N/A

If you have a web page you'd like to reference, add the URL below (to open the link, right click and choose open in a new tab).

<https://cipdtrust.org/latest-updates/create-an-age-friendly-culture-with-the-centre-for-ageing-better/>

1. What is the learning experience you're reflecting on? (eg, researching a topic, work you've recently done, an event you attended, a podcast you've listened to)

I attending a live webinar hosted by the CIPD Trust and the Centre for Ageing Better on creating an age-inclusive organisational culture, focusing primarily on supporting older workers. The session covered recruitment, retention and development, and shared practical actions to take to improve their experiences in the workplace.

2. What did you learn from this experience? (suggest 180-220 words)

I learned the definition of an age-friendly culture. Specifically, one where leadership actively celebrates age and challenges ageism, supported by well-communicated policies and processes such as flexible working, inclusive language and positive imagery in internal communications, and recruitment and development practices that value experience at all stages of life.

I learned that workers over fifty often face the “perfect storm” of caring duties, health conditions such as menopause, and outdated workplace attitudes, leading many to leave employment early due to their needs not being met. Increased flexibility and understanding can help retain this group - their experience and resilience are invaluable.

I now understand that managers lack confidence in discussing age-related issues and may unconsciously exclude older workers from development or promotional opportunities, due to assumptions that they do not want to develop. This can lower morale and confidence. With projections showing that 22% of the UK population will be over 65 by 2032, it's important to support this growing demographic in the workplace.

3. How does this change the way you'll work in the future? (Suggest 180-220 words)

I will review our anonymous recruitment process to identify any remaining indicators of age (such as school-leaving dates) and recommend age bias training for managers. Whilst we already aspire to a gender balance on interview panels, I will encourage age-diverse panels too, and replace vague or age-biased language, which can discourage older workers from applying (e.g., “dynamic” and “recent graduate”), with more specific skills-based criteria.

I will champion flexible working options as a retention strategy for older staff who may be struggling with various commitments, such as including

possible flexible working arrangements on job adverts (transparency from the beginning).

I will reflect on and challenge my own internalised stereotypes, for example generational stereotyping that perpetuates conflict (e.g., boomers vs millennials), and encourage others to do the same. I will also build awareness of the challenges facing older workers and translate this into actions, such as confidence-building discussions for older employees who may feel hesitant to request support or training. Some may have the internalised belief they are “too old” to learn a new skill, or feel afraid to ask for adjustments as they think it will be used as an excuse to “push them out”, for example. I will reassure them of confidentiality and nonjudgement.

4. What else have you done - or what will you do - for this learning experience to have a wider positive impact (eg, on others, your organisation, the profession, society)? (Suggest 100-150 words)

I plan to collaborate with the DEI Champion to promote the benefits of multigenerational teams, and embed age inclusivity into the wider equality strategy. This may involve exploring initiatives such as a staff network and reaching out to community groups that support older workers to promote employment opportunities.

I will also monitor recruitment, promotion, and retention data more closely to identify patterns and ensure fair access to L&D. I will share the insights and resources from the Centre for Ageing Better with colleagues to strengthen our organisation's age-friendly practises e.g. the culture toolkit (<https://ageing-better.org.uk/employer-pledge/culture/policies>) and Good Recruitment for Older Workers (GROW) research (<https://ageing-better.org.uk/good-recruitment-older-workers-grow>).

Record Name	The Promises of Giants by John Amaechi
Date:	30/09/2025
Profession Map Area:	Valuing people
Type of Learning Experience:	Read an article/blog/book etc
Supporting material:	N/A
If you have a web page you'd like to reference, add the URL below (to open the link, right click and choose open in a new tab).	
1. What is the learning experience you're reflecting on? (eg, researching a topic, work you've recently done, an event you attended, a podcast you've listened to)	I read John Amaechi's book <i>The Promises of Giants</i> (2021), which explores transformational leadership through 14 promises focused on themes such as timely feedback, being present, embracing discomfort, authenticity, everyday inclusion, and building effective organisational cultures.
2. What did you learn from this experience? (suggest 180-220 words)	I learned that regular introspection is essential for effective leadership. Without self-awareness, it is difficult to develop emotional intelligence, emotional regulation, and confidence, which can lead to imposter syndrome and ineffective relationships. Leadership does not depend on fitting a traditional "archetype", as influence can also come from authenticity, interpersonal skills, and developing a reputation for competence and fairness. Being open about vulnerability build trust and connection, which enhances influence and impact in the workplace. While pain and burnout are often rewarded behaviours associated with hard work and commitment, this mindset perpetuates the myth that success requires us to overexert ourselves. Wellbeing and balance should be a priority for leaders. I also learned that unconscious bias training alone has limited value, as our words and behaviours have the most potential to cause harm, and are therefore what counts. Awareness is only the first step, behaviour change requires: • Knowledge (awareness) • Capabilities (having effective interactions and remaining vigilant) • Opportunity (creating moments to utilise capabilities) • Motivation (commitment to act consistently in the long term)
3. How does this change the way you'll work in the future? (Suggest 180-220 words)	I will seek feedback and insights from colleagues and individuals with diverse backgrounds and experiences, particularly those who challenge stereotypes. Although I currently do not have regular appraisals (annual only), I will request more regular reviews and encourage others to do the same. I will be more vigilant about bias and challenge systemic barriers in recruitment, while showing greater empathy and patience with less experienced managers, as I can sometimes assume that people have had sufficient leadership training and/or experience when this is not always the case. Amaechi's emphasis on wellbeing reminds me to model healthy working habits and practice mindfulness rather than multitasking. I now use his Wellbeing Tracker to reflect on daily habits and maintain balance.

The book also reinforced that I can be an effective people practitioner while accepting and embracing my INFJ strengths instead of resisting them for more traditional leadership traits. This has improved my confidence and encouraged me to seek a mentor.

4. What else have you done - or what will you do - for this learning experience to have a wider positive impact (eg, on others, your organisation, the profession, society)? (Suggest 100-150 words)

I will expand my external network by engaging on LinkedIn and attending professional events such as CIPD Conferences and the National Neurodiversity Show. I will share insights with colleagues through team discussions, champion wellbeing initiatives, and promote compassionate leadership across the organisation.