

Qualification: CIPD Diploma in Applied Human Resources

Module Name: 5CDPP

LO2 - Understand the range of HR roles and behavioural requirements of HR professionals

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Student Name: Deborah Telfer-King

Student Number: 1905446

CIPD Membership Number: 55478631

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Signed *Deborah Telfer-King*

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LO2 Understanding the range of HR Roles and Behavioural requirement of HR professionals

Introduction

The CIPD Professional Map is proving to be a powerful tool for HR professionals in all stages of their careers. This is used by a wide range of organisations for benchmarking and building HR capability at all organisational levels. The CIPD Profession Map for the HR professional can be used for CPD planning, interview preparation, learning about the profession or in preparation for an appraisal or review. The organisation also finds it useful for building cases for development programmes, developing career paths, and identifying areas for development. The map is continuously reviewed and updated so all the latest thinking and standards are available. The first professional map was launched in 2013, but with new ways of working and priorities, roles have now diversified calling for a new map 2018. Peter Cheese explains “The new Professional map will provide clearer guidance for the future of the people profession, supporting individuals in their development and careers, as well as helping HR teams and organisations to innovate and adapt” (CIPD)

The Professional Map

The professional map was developed to show HR Professionals what they need to do, what they need to know, and how they need to do it. The standards in the CIPD PM are used to (CIPD)

- Define great HR
- Diagnose areas of achievement and development
- Build HR Competence
- Recognise success through professional qualifications and membership

Bands

Four bands show the contribution that HR professionals make at every stage of their profession. The bands show a pathway that enable the HR professional to focus on their development planning and activities. The four bands define the involvement the professional makes at each stage of their HR journey

- Band 1 - Delivering Fundamentals
- Band 2 – Adviser, Issues-led
- Band 3 – Consultant, Co-operative Partner
- Band 4 – Leadership Colleague, Client Confidante and Coach

Behaviours

Behaviours are what the HR professional need to carry out their activities, these are defined by the four bands of professional competence. All the behaviours also have contra-indicators that show negative exhibitions of each behaviour. It is essential that you also take note of the contra-indicators, as with curious you may be inquisitive but you could also be taking information at face value and fail to ask questions if unclear.

8 behaviours that are deemed essential in the HR Profession.

- Curious – Inquisitive and open-minded, enquiring, questioning, probing

- Decisive Thinker – Can analyse and understand data and information quickly, makes recommendations with robust and defensible decisions.
- Skilled influencer – Can influence to gain necessary commitment and support
- Personally credible – professional throughout combining commercial and HR expertise
- Collaborative – Works ethically with a range of people in and outside the organisation
- Driven to deliver – determined, resourceful and has the purpose to deliver the best results for the organisation
- Courage to challenge – Shows courage and confidence to speak up skilfully professionally
- Role Model – leads by example, acts with integrity.

The ten areas of professional practice help to define typical boundaries around the generalist and specialist career paths, they describe the activities you need to know for each area of the HR professional again placed at the four bands of professional competence.

Core

- Core – Insights, strategy and solutions, - understanding the organisation and its perceptions to tailor strategies and solutions to meet the needs now and in the future
- Core – Leading HR – A role model leader that contributes throughout the organisation, by supporting, developing and measuring others across the organisation.

Professional Area

- Organisational design – ensure that the organisation is designed to deliver maximum impact in the short or long term
- Organisational development – identify behaviours, skills, performance, and provide insight on change management strategy, and planning.
- Resourcing and talent planning – Ensure the right resources, capability's, and talent are available to ensure strategic ambitions are met.
- Learning and development – Building a learning culture and knowledge within the organisation that encompasses individuals and the organisation.
- Performance and reward – deliver programmes that reward and recognise key employee capabilities, skills behaviours and experience, in a cost-effective and fair-minded way.
- Employee Engagement – strengthen the link between employees and their colleagues to the organisation with good leadership and management, empowering them to be more fulfilled by their work.
- Employee relations – Underpin the organisation's culture, practices, policies and laws with the collective relationship between the employee and the organisation.
- Service delivery and information – Ensure that the employee lifecycle is focused on excellence, efficiency, effectiveness. Be able to provide the organisation with analytics to enable improvement.

The CIPD has now introduced a new professional map 2018 that is built on the latest research and insights. With purpose and values at its heart, encompassed by principles-led, evidence-based and outcomes-driven. Purpose and values shows our identity as a profession, with understanding what is important and what we stand for as a profession. The new map doesn't tell you what to do but it does show how we can be more effective, moving from the focus of generic best practice to values-based decision making. It enables you to take a critical look at people and functions within the organisation and encourages you to ask challenging question, by being (CIPD)

Principles-led – Key principles Work matters, People matter, Professionalism Matters

Evidence-based – The evidence should combine, Behavioural science and academic research, Organisational data, Stakeholder concerns, and Practitioner expertise.

Outcomes-driven – Our impact on work, people, professionalism and individuals can help make better decisions.

With banners of Core knowledge, Core behaviours and specialist knowledge

Conclusion

Having completed the Professional Map 2013, it describes the standards for professional competence and how I can become successful and effective in my HR journey, by providing me with what I need to achieve to fulfil my gaps, and where I can find the required underpinning skills, behaviours and knowledge. The new Professional Map 2018 seems to be more in-line with the HR of today focusing more on knowledge and behaviours, incorporating a shift from generic best practice to values-based decision-making. In context the map encourages the HR Professional to take responsibility for their own progress and development.

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

<https://peopleprofession.cipd.org/profession-map>

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

Introduction

Working as part of a team can either be a very rewarding experience or a demoralising one, as a HR professional it is finding the balance. Allcorn (1985) cited in Horn (2009) identified three types of roles within a team,

- Group task roles
- Group maintenance and
- Self-orientated roles,

For a team to work effectively they should share a sense of purpose or goal to achieve their task. This includes having the important skills required for collaboration within the team, showing respect for individual skills/capabilities and contributions, listening to, and recognising feelings, and thoughts. Team dynamics are productive when they improve the overall performance of the team, where ideally you can tap into each other's strengths but this can also have a detrimental effect if there is conflict/demotivation. Members of a team fall into two categories the initiators who will speak up first and generate ideas, and responders who listen and then respond to the suggestions made, it is important for both of these roles for the group to function. As always you have barriers to the group performance with

Aggressors - want to exert power and devalue contributions,

Blockers - demoralise the group,

Dominators - tend to control the group by flattery, and

Storytellers - lapse into irrelevant conversations.

Models of Team Dynamics

Group dynamics is a system of behaviours and psychological processes that happen within a social group

The **Tuckman** model looks at the four stages of development – forming, storming, norming and performing, with incorporation of adjourning. From my own experiences I will use this as an example.

Forming – The team was brought together as part of the ISO27001, two of the four members were suggested by myself, the other two where the Directors suggestion, we had our first meeting where I introduced the concept of the ISO and what we were required to do providing goals and direction, I had set them all tasks of what I required from them ready for the next meeting (reading certain policies, being familiar with processes etc.)

Storming – Of the four team members only one had even had a look at the work set them, when asked how I could help, the common reason was the time factor, I explained that I could block them out time in their diary's but we could do an overview of the main policies in the meeting, and I made myself available for one to ones should they want them. Two of the four requested this as they felt the ISO was out of their depth.

Norming – The next team meeting was taken over by new ideas and concept with no coaxing from myself, I felt that they were all starting to think outside the box and feel more confident in ideas. Brainstorming was very much evident this meeting.

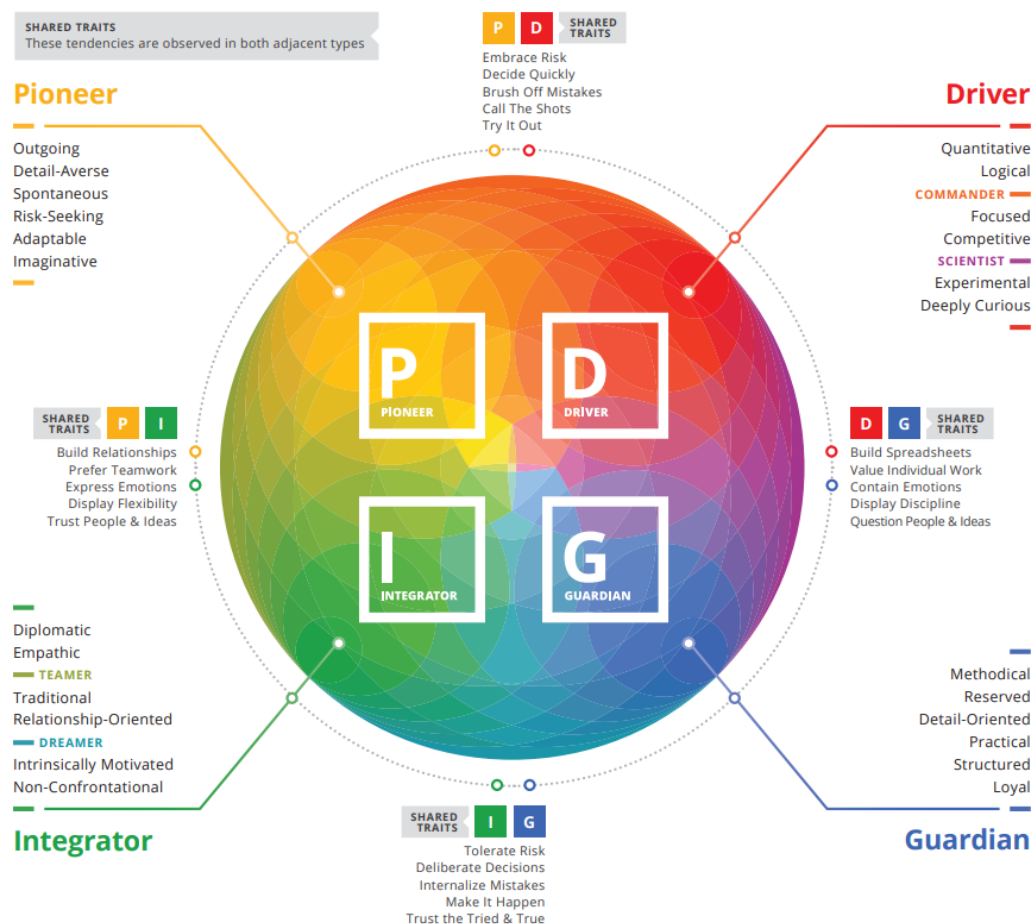
Performing – Even though this is a newly established team, there is an evidence of trust beginning within the team. They are more focused on working together and respect each other's opinions, I am aware that the team may revert back to one of the other stages if we do not continue to work as a team.

Adjourning – Even though this is an important stage it would not be one we would be doing as the ISO is always ongoing.

Belbin examines how nine psychological roles are related to different team members. Belbin (1) defined that team roles have a tendency to behave, contribute and connect with others in a particular ways. The Belbin test is best conducted in two-parts the self-perception and the observer assessments to get a better overview of not just how you see yourself but how others perceive you. After taking this test myself I found I my primary team role is specialist with my secondary team role being finisher and team.

Characteristics of effective teams

According to the CIPD (2) (taken by Deloitte) (3) every individual is likely to have all four traits, although a preference for one or two



Pioneers - Concentration on the big picture but procedures and methods bring them down

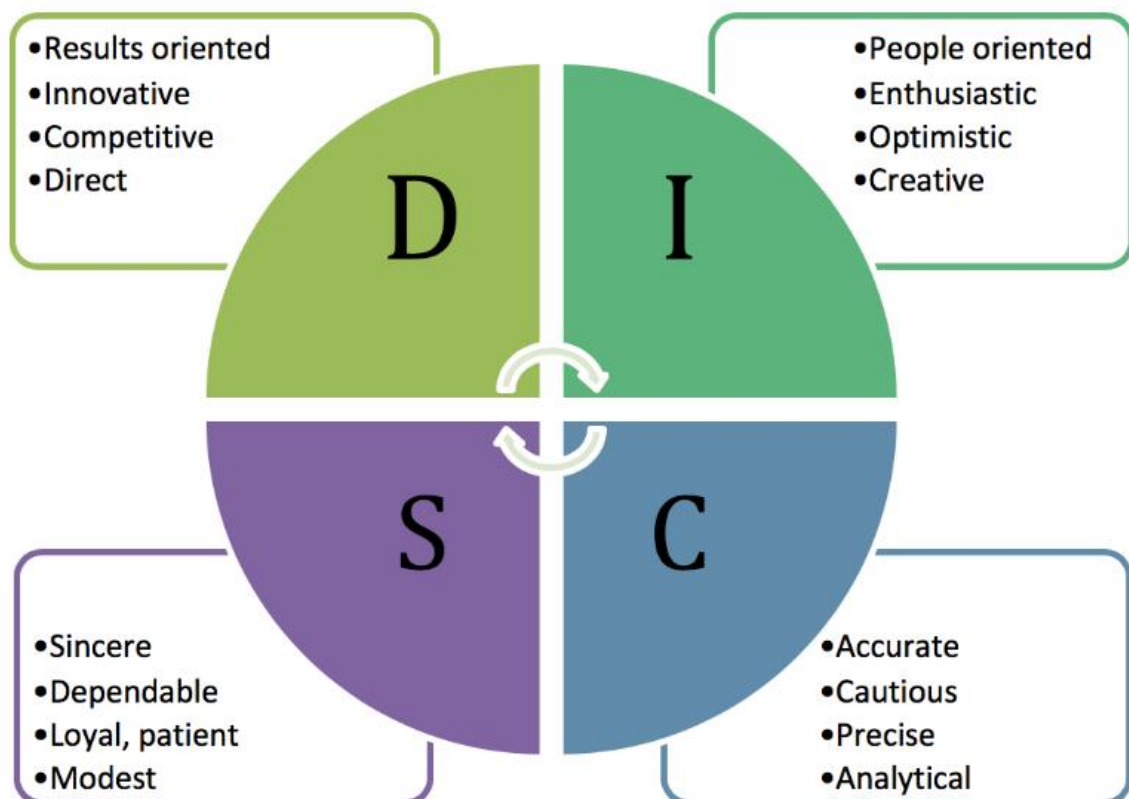
Integrators – Use diplomacy to build harmony but do not like open conflict, even though conflict can bring about creative thinking in seeking an answer Hatch (1997)

Guardians – Methodical though do not work well under pressure

Drivers – Problem solving through logic, concentration and investigation, disheartened by inefficiency.

Disc Model – developed in 1928 by Dr William Moulton Marston. This has developed into a useful model for conflict management, which shows four general traits, that comprises of the characteristics, strengths and weaknesses of the team members

1. Dominance
2. Influence/inspiring
3. Steadiness/Supportive
4. Compliance/Conscientiousness



Being a HR Profession, it is important that these different characteristics are recognised, and considered where people with different work styles work best. Focusing on my leadership style which is a guardian I recognise that I do work methodically, and detail-orientated which also means I am organised, But I also verge on Integrator where I get my diplomacy tendency's from. Looking at the different characteristics a HR professional should be able to determine what motivates and also demotivates team members using the characteristics.

Political Behaviours

Workplace politics can lead to demotivated employees (4) which in turn can lead to a decrease in productivity and overall stress if not handled right. Positive and negative politics are inevitable where you have a group of people working towards a common goal. As a HR professional the key is to manage the competing and disagreeing agendas into a win-win situation so everyone feels they have won. Lencioni (2006) recommends four steps for overcoming ineffective politics due to turf wars.

- Create a thematic goal
- Create a set of defining objectives
- Create a set of ongoing standard operating objectives
- Create metrics to measure them

Conclusion

A HR Professional, must at all times remain professional in their persona at work, by being more politically intelligent (5) you need to accept that politics are part of the organisational life, but by getting to know the people around you and understanding different needs and characteristics you will find your political ability will improve. (Clarke, 2012) has described that in a recent survey 50% of respondents describe politics as being more constructive than destructive, which is a 30% shift from three years ago, could this be because HR are becoming more adept at political behaviours? And more understanding of their organisation. Studies made by Ann Thorac Surg. (2018) found that optimising teamwork to reduce nontechnical errors is not simply a matter of one-off training but more multifaceted interventions that promote team consensus.

- (1) https://www.businesscoaching.co.uk/files/belbin_team_role_theories.pdf
- (2) <https://www.cipd.co.uk/news-views/nutshell/issue-67/language-teamworking>
- (3) <https://www2.deloitte.com/content/dam/Deloitte/us/Documents/process-and-operations/us-business-chemistry-infographic.pdf>
- (4) <https://www.managementstudyguide.com/effect-of-politics.htm>
- (5) <https://www.personneltoday.com/hr/office-politics-why-human-resources-needs-to-be-more-politically-intelligent/>

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