



PRIFYSGOL CYMRU

Y Drindod Dewi Sant

UNIVERSITY OF WALES

Trinity Saint David

SWANSEA - ABERTAWE

MODULE HANDBOOK

DRIVING YOUR DEVELOPMENT

BMHR7018

LEVEL 7

Institute of Management and Health

2024-2026

LEARNING AIM(S)

- This module will provide you with knowledge of the core behaviours required to operate at CIPD Chartered Member level. According to the CIPD 'Certain ways of thinking and acting should be universal and consistent, even in new and challenging situations. The core behaviours do precisely this, outlining what it takes to be an effective people professional in an uncertain world of work. Identified through academic research and feedback from across the profession, the behaviours represent a significant shift for people professionals, and have a greater focus on ethical and evidence-based decision-making'.
- You will learn about the importance of ethical practice, professional courage and influence, valuing people, working inclusively, commercial drive, having a passion for learning, situational decision-making and being insights-focused.
- Summative assessment of this unit will involve learners showcasing their development over the two year period through a medium of their choice (for example podcast, magazine article or blog). Learners will also be required to demonstrate a commitment to continuous professional development by creating a comprehensive development plan.

LEARNING OUTCOMES

1. Building trust by role-modelling ethical behaviour, and applying principles and values consistently in decision-making.

*This learning outcome directly maps to CIPD Core behaviour of **Ethical Practice**.*

2. Showing courage to speak up and skilfully influencing others to gain buy in and challenging constructively and confidently in the face of opposition.

*This learning outcome directly maps to CIPD Core behaviour of **Professional Courage and Influence**.*

3. Creating a shared purpose and enabling people development, voice and well-being

*This learning outcome directly maps to the CIPD Core behaviour of **Valuing People**.*

4. Working and collaborating across boundaries, effectively and inclusively, to achieve positive outcomes.

*This learning outcome directly maps to the CIPD Core behaviour of **Working Inclusively**.*

5. Demonstrating curiosity and making the most of opportunities to learn, improve and innovate.

*This learning outcome directly maps to the CIPD Core behaviour of **Passion for Learning**.*

6. Asking questions and evaluating evidence and ideas, to create insight and understand the whole.

*This learning outcome directly maps to the CIPD Core behaviour of being **Insights Focused***

7. Making effective and pragmatic decisions or choices based on the specific situation or context.

*This learning outcome directly maps to the CIPD Core behaviour of **Situational Decision-making**.*

8. Using a commercial mindset, demonstrating drive and enabling change to create value.

*This learning outcome directly maps to the CIPD Core behaviour of **Commercial Drive***

INDICATIVE CONTENT

By the end of the module you will have a critical understanding of:

1. **Building trust by role-modelling ethical behaviour, and applying principles and values consistently in decision-making.**

*This learning outcome directly maps to CIPD Core behaviour of **Ethical Practice**.*

Making responsible decisions by considering different ethical perspectives, and finding the best possible way forward for all stakeholders. Coach and influence line managers to consider the implications of their decision on stakeholders. Challenge decisions and actions that are not ethical, explaining the organisational risks. Encourage transparency in decision-making and communication where possible. Visibly and consistently role-model professional principles, values and personal integrity to build trust.

2. **Showing courage to speak up and skilfully influencing others to gain buy in and challenging constructively and confidently in the face of opposition.**

*This learning outcome directly maps to CIPD Core behaviour of **Professional Courage and Influence**.*

Communicate with impact, and make complex things clear, to enable a way forward. Proactively develop and sustain relationships to inform how you influence them. Tailor your influencing style and select appropriate communication channels to engage your audience and gain buy-in. Take responsibility for mistakes that sit within your remit, encouraging learning and demonstrating ownership for the actions to make things right.

3. **Creating a shared purpose and enabling people development, voice and well-being**

*This learning outcome directly maps to the CIPD Core behaviour of **Valuing People**.*

Communicate the meaning and purpose of work to motivate and inspire people. Demonstrate compassion, humanity and fairness in your approach. Enable managers and leaders to support others to be their best at work. Enable people to have a meaningful voice by involving them in decisions that impact them, and bring a people perspective to organisation decision-making. Promote the business and people benefits of well-being and integrate them into your work.

4. **Working and collaborating across boundaries, effectively and inclusively, to achieve positive outcomes.**

*This learning outcome directly maps to the CIPD Core behaviour of **Working Inclusively**.*

Role-model and advocate the value of including others and embracing difference. Explore and interpret a diverse range of perspectives and views. Build collaborative relationships across organisation boundaries, cultures and other disciplines. Facilitate connections and joint working across teams, disciplines and functions. Proactively share knowledge, experience and expertise to cocreate solutions across boundaries. Coach and enable others to resolve conflict and build trust within teams and functions.

5. Demonstrating curiosity and making the most of opportunities to learn, improve and innovate.

*This learning outcome directly maps to the CIPD Core behaviour of **Passion for Learning**.*

Connect with internal and external peers regularly to benchmark, share good practice and anticipate future trends to inform future priorities and practice. Pursue opportunities to test insight, develop new approaches and innovate. Enable own and others' continuous professional development using a range of methods. Reflect on experience, seek feedback and apply your learning. Seek to have a deep understanding of yourself and your impact on others, and of the limits of your own expertise.

6. Asking questions and evaluating evidence and ideas, to create insight and understand the whole.

*This learning outcome directly maps to the CIPD Core behaviour of being **Insights Focused***

Take a disciplined and open-minded approach to understand and define organisation issues and their root causes. Acquire and source multiple sources of evidence (eg internal and external professional expertise, research and stakeholder concerns and values) to test assumptions and ideas. Objectively analyse and evaluate multiple sources of evidence to create insight, identifying sources of bias. Collectively develop and improve the quality of ideas and proposals. Assimilate evidence and ideas to identify themes and connections and gain insight on the whole issue and its wider implications.

7. Making effective and pragmatic decisions or choices based on the specific situation or context.

*This learning outcome directly maps to the CIPD Core behaviour of **Situational Decision-making**.*

Make well-judged decisions by considering all available evidence in the context of the specific situation. Consider different options and make decisions by balancing opportunity, risk and alignment to professional values. Adapt your decisions and practices to take account of changes to the business environment. Demonstrate commitment to evaluating the outcome and impact of your decisions to inform your future approach.

8. Using a commercial mindset, demonstrating drive and enabling change to create value.

*This learning outcome directly maps to the CIPD Core behaviour of **Commercial Drive***

Continuously build a strong understanding of the sector, the organisation's business model, and where value is created and lost. Prioritise people practices, opportunities and risks that drive sustained commercial success and value for people. Partner with customers to understand their current and future needs, and contract effectively. Develop and present robust business cases using evidence to demonstrate a return on investment. Take responsibility and demonstrate commitment to deliver business outcomes and benefits. Demonstrate resilience in the face of setbacks, uncertainty or ambiguity and find a way forward. Enable business change through understanding of culture, capability and structure whilst mitigating people risks and maximising benefits.

Learning and Teaching Strategy

The breadth of the indicative content of this module makes it more suitable for the content to be delivered within other modules and as standalone skills days throughout the duration of the two year programme. Students will also be required to complete the CIPD's short courses on the core behaviours, to supplement the workshops.

The teaching and learning strategy for this module begins at induction where students are introduced to the concept of reflective learning and continuous professional development. Students will be asked to maintain

a learning journal throughout their studies which will particularly focus on the core behaviours. Students will also be encouraged to collect relevant information, articles and case studies as part of their learning journal. The core behaviours will then be taught within the content of specific modules, as detailed below:

Core behaviour	Module
Ethical practice	Understanding the Business Context
Professional courage and influence	Driving Performance Driving Change and Building Business Cases Resourcing and Talent Management
Valuing People	Driving Performance
Working inclusively	Shaping Cultures and Behaviour Driving Performance
Passion for Learning	Supporting Learning
Insights focused	Understanding the Business Context Driving Change and Building Business Cases
Situational decision-making	Driving Change and Building Business Cases
Commercial drive	Understanding the Business Context Driving Change and Building Business Cases

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	30*	20
Independent learning	120	80
Placement learning		
TOTAL	150	100%

***As part of the guided learning for this module, students will be expected to undertake the CIPD's short courses on the core behaviours, as well as attend the scheduled workshops.**

ASSESSMENT MODE

Assessment Component 1

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Port-folio and development plan	Port-folio (4000 words) plus development plan (500 words).	100%

Assessment Summary

Activity type	Percentage
Written exam	
Coursework	100
Practical	
TOTAL	100%

This course is accredited by the CIPD and is mapped to the core knowledge and core behaviours of the CIPD Profession Map. Completion of the qualification leads to Level 7 Associate status with the CIPD.

INDICATIVE READING LIST

Module Code	BMHR7018	
Module Title	Driving your Development	
Classification	Reading List entry	Electronic*
Essential	Armstrong, M. (2016) <i>Armstrong's handbook of management and leadership for HR: developing effective people skills for better leadership and management</i> . 4 th edn. London: Kogan Page.	Yes
	Cameron, S. (2021) <i>The Business Student's handbook: Skills for study and employability</i> . 7 th edn. Slovakia.	Yes
Further	Adair, J. (2022) <i>Develop your leadership skills: fast, effective ways to become a leader people want to follow</i> . 5 th edn. London: Kogan Page.	Yes
	Robertson, P, Hooley, T and Mccash, P. (2020) <i>The Oxford handbook of career development</i> . Oxford University Press.	Yes
		Yes

Further reading recommendations can be found on the module Moodle page.