



# 5C003

## PROFESSIONAL BEHAVIOURS AND VALUING PEOPLE



**CIPD**  
Approved centre

1



## Introduction to the Unit

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Approved centre

2

## Introductions

- Name, company and your role
- One word check-in:  
How are you feeling about this unit, topic and the day ahead?
- One word challenge:  
What is the biggest challenge facing leadership in your organisation?.



3

## Aims

1. Explore professional and ethical behaviours in the context of people practice by appraising what it means to be a people professional
2. Identify how personal and ethical values can be applied, including contributing to discussions with confidence and conviction to influence others.
3. Learn how to champion inclusive and collaborative strategies, arguing the human and business benefits of inclusive behaviours and the right to be fairly treated at work.
4. Demonstrate personal commitment to learning, professional development and performance improvement by exploring how the role of a people professional is evolving.



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## Unit Resources

- Assignment Writing Guide
- Learner Assessment Brief (LAB)
- Part 1 Tasks
- Part 2 PDF of Slide Deck
- Part 3 Tasks
- All on the Oakwood Learner Hub (OLH).



5

## Unit Etiquette

- **Be curious:**  
Ideas, questions, your experiences
- **Be present:**  
Cameras on for group discussion and in break out rooms
- Check-in with tutor
- **Be professional:**  
Preparation, engagement, timekeeping.

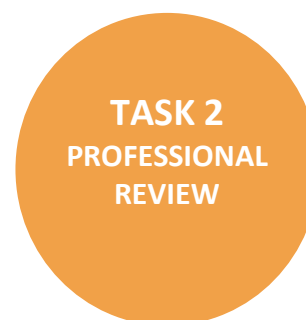


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## Task 1

### TASK 1 PROFESSIONAL AND ETHICAL BEHAVIOURS

- Needs you to consider the significance of professional and ethical behaviours for People Practitioner and the values that are the foundations of people practice profession
- You are asked 6 questions
- Using academic theory and practical examples will need to be used to answer these questions. The CIPD profession Map is the key.

9

9

## Questions



APPROX.  
2250 WORDS

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AC 1.1 APPRAISE WHAT IT MEANS TO BE A PEOPLE PROFESSIONAL. (APPROXIMATELY 400 WORDS)

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AC 1.3 CONSIDER THE IMPORTANCE OF PEOPLE PROFESSIONALS CONTRIBUTING TO DISCUSSIONS IN AN INFORMED, CLEAR AND CONFIDENT WAY TO INFLUENCE OTHERS (APPROXIMATELY 350 WORDS)

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AC1.4 RECOGNISE WHEN AND HOW YOU WOULD RAISE MATTERS WHICH CONFLICT WITH ETHICAL VALUES OR LEGISLATION. (APPROXIMATELY 350 WORDS)

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AC 2.1 ARGUE THE HUMAN AND BUSINESS BENEFITS OF PEOPLE FEELING INCLUDED, VALUED, AND FAIRLY TREATED AT WORK LINKING TO RELATED THEORY (APPROXIMATELY 400 WORDS)

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AC 2.2 DISCUSS STRATEGIES FOR DESIGNING AND ENSURING INCLUSIVE PEOPLE PRACTICES. (APPROXIMATELY 450 WORDS)

10

10

## What Does It Mean To Be A Professional?



Using your own views and experiences, you have 1 minute to write down as many words which you believe defines the word PROFESSIONAL.



11

11

## How Do You Apply Professionalism In Your Role?



- Choose 1 activity that you do in your role e.g. Recruitment.
- How do you conduct yourself professionally when doing this activity?
- List what you do.



12

12

## Part 1 Tasks

### Where To Watch Short CIPD Film Clips



Profession Map Copyright © 2023 CIPD

13

13

## CIPD Definition Of What It Means To Be A People Professional Using The CIPD Profession Map



Profession Map Copyright © 2023 CIPD

[https://www.youtube.com/watch?v=nF\\_nul18Y8&list=RDCMUCEyTdguP\\_af2lt-O33qEt0g&index=1](https://www.youtube.com/watch?v=nF_nul18Y8&list=RDCMUCEyTdguP_af2lt-O33qEt0g&index=1)

14

14

## Summary Of What The Profession Map Is



- The Profession Map is the international standard for the people profession.
- It helps us to make better decisions, act with confidence, drive change in our organisations and progress in our careers.

"By adopting the Profession Map we're building our professional credibility. And we're demonstrating to the organisation that we're serious about keeping our professional skills up to date. We've used the Map to align teams with their relevant specialist knowledge areas, creating clarity about the expertise we need in every role across every grade. This is helping us build a breadth of talent across the division, conduct career development conversations, explore future moves and highlight the options for our people to build matrix careers."

William Hague, Transformation and HR Director, Financial Conduct Authority.

<https://www.cipd.org/uk/the-people-profession/the-profession-map/explore-the-profession-map/>

15

15

## Core Knowledge



<https://www.youtube.com/watch?v=e6UvNK41KR4>

16

16



## Core Knowledge



The knowledge required to be an expert in people, work and change:

- People practice
- Culture and behaviour
- Business acumen
- Evidence-based practice
- Technology and people
- Change.

17

17

## Core Behaviours



<https://www.youtube.com/watch?v=oS0tFgroR5Y>

18

18

## Core Behaviours



- Ethical practice
- Professional courage and influence
- Valuing people
- Working inclusively
- Commercial drive
- Passion for learning
- Insights focused
- Situational decision-making.

<https://www.cipd.org/uk/the-people-profession/the-profession-map/explore-the-profession-map/core-behaviours/>

19

19

## Specialist Knowledge



<https://www.youtube.com/watch?v=92o3gPVS6S8>

20

20

## Specialist Knowledge



- Employee experience and Employee Relations
- Equality, diversity and inclusion
- Learning and development
- Reward
- People analytics
- Organisational Development and Design
- Resourcing
- Talent management
- Wellbeing.

<https://www.cipd.org/uk/the-people-profession/the-profession-map/explore-the-profession-map/specialist-knowledge/>

21

21

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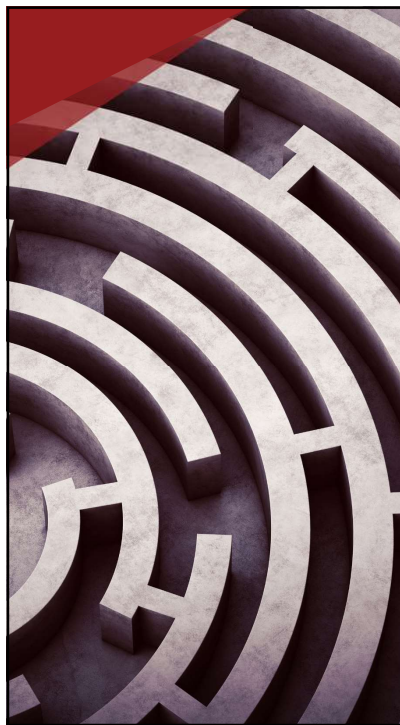
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## Ethical Values

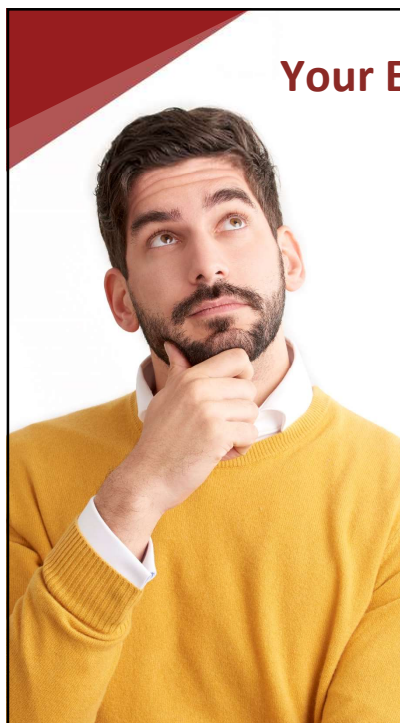


- What is meant by 'ethical values'?
- Why is it important to have them?
- Typical (personal) examples?
- Do they reflect those of your organisation?
- Examples of where ethical values impact on your handling of a situation.

(Groups with flip charts)

23

23



## Your Ethical Values



- **Personal values**
  - Fairness
  - Honesty
  - Equality
  - Inclusivity
  - Valuing others
  - Evidence-based decision making
  - Professional integrity
- **How do you display these?.**

24

24

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25

25





## Let's Consider.....

- Why is it important for People Professionals to be able to influence others and ensure the 'people voice' is heard within an organisation?
- What would be the consequence be if communication was not clear, informed and confident?

26

26






**OAKWOOD**  
 INTERNATIONAL

**What Techniques Can You Use To Influence And Inform Others In A Clear And Engaging Way?**

27

27




**OAKWOOD**  
 INTERNATIONAL

**Some examples:-**


- Active listening
- Assertiveness
- Communication - communication involves verbal, nonverbal and listening skills
- Persistence
- Self-confidence
- Voice – tone, volume
- Checking understanding
- Clarifying points
- Using evidence to support argument
- Adapting content to suit the audience.

28


28



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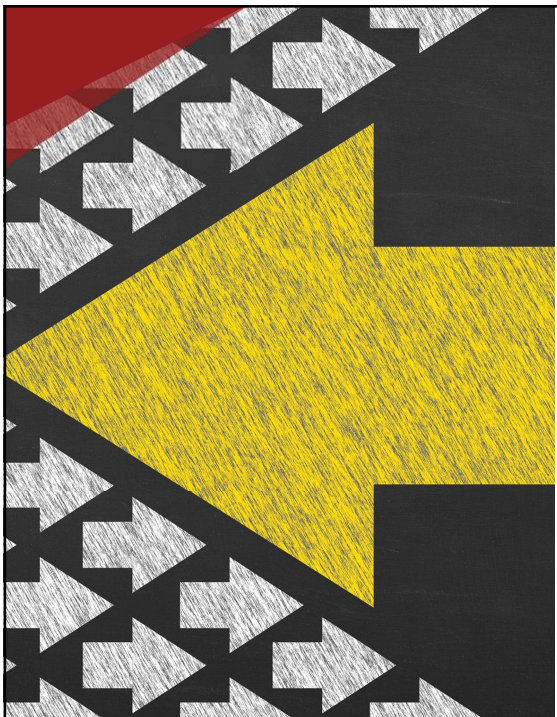
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What workplace issues that would cause you to raise the matter to a manager or other authority?

Either real or made up. List **2** examples

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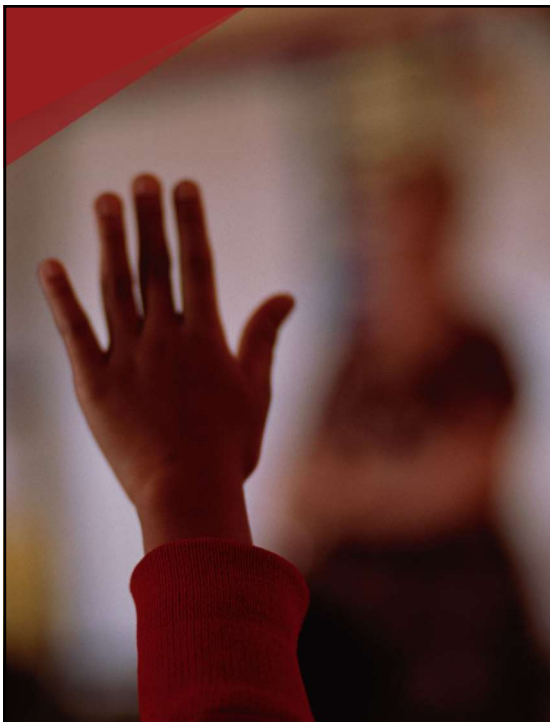
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- Discrimination and harassment
- Workplace health and safety
- Whistle-blowing or social media rants
- Ethics in accounting practices
- Corporate espionage and non-disclosure
- Technology and privacy practices
- Nepotism or favouritism
- Unethical Leadership
- Toxic Workplace Culture
- Unrealistic and Conflicting Goals
- Questionable Use of Company Technology.

31

31



## How Do We Raise Issues?

- Speak up and be confident
- Use evidenced-based approach to raise issues relating to issues such as:-
  - Organisational policy
  - Leadership approach
  - Ethical values

**Or**

Issues surrounding compliance with legislation.

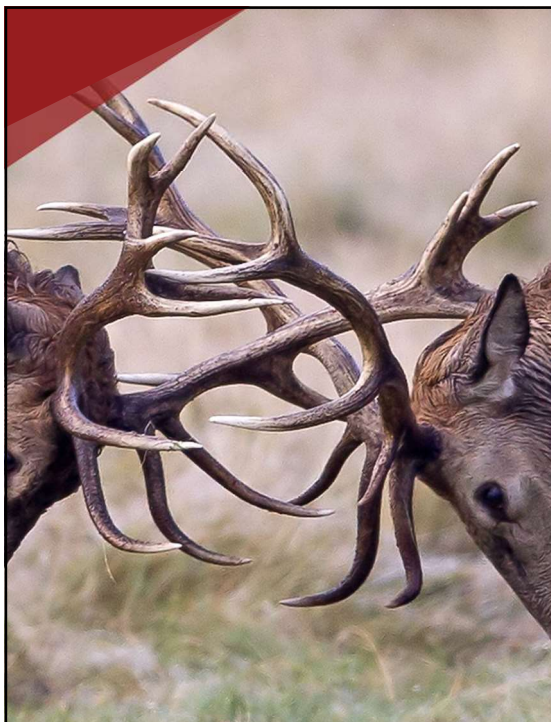
The conflict may arise from :-

- Organisational policies
- Practices
- Leadership style
- Conflict between individuals.

32

32





This report by the CIPD :-

***“Rotten apples, bad barrels and sticky situations: a review of unethical workplace behaviour”***

provides evidence-based, practical lessons that People Professionals and Leaders can use to minimise the likelihood of unethical behaviour in their workplace.

<https://www.cipd.org/en/knowledge/reports/ethical-behaviour/>

33

33

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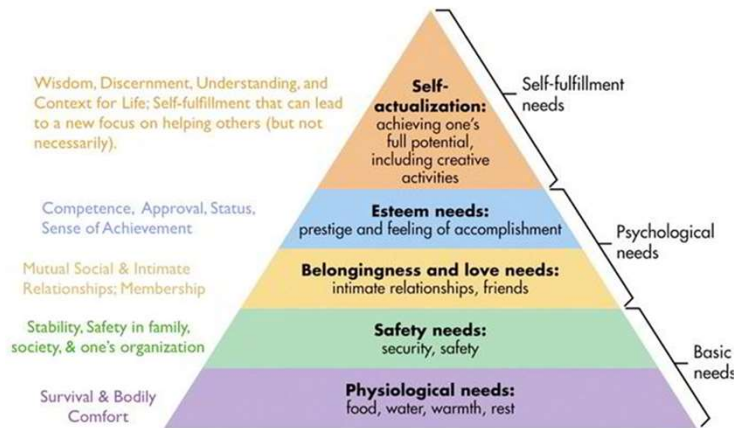
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34

34

## The Theory: Choice 1 Maslow's Hierarchy of Needs



35

35

## Apply Maslow's Hierarchy Of Needs Theory

### Physiological

- All employees need essentials like food, shelter and clothing, etc.  
(If all employees are paid fairly, they have the means to provide these fundamentals for themselves and their families)
- Employers must also find ways to address the challenges faced by employees with low skills in low-paying jobs, while also meeting the company's financial obligations and managing its resources. This is a minimum wage and socioeconomic issue with significant diversity implications inside and outside of the workplace.



36

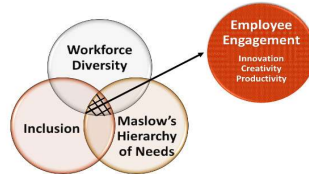
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## Safety

- Safety: This means there should be zero tolerance in the workplace for harassment, bullying and situations that threaten employee safety and make employees feel uncomfortable at work

## Belongingness

- The work culture should exude inclusion, a sense of connectedness, community, and feeling part of a team. To belong is to be valued. If a company's culture does not radiate inclusion, then companies risk not being seen as an "Employer of Choice."



37

37

## Esteem

- Employees should be treated with dignity and respect by co-workers, managers, customers, and representatives of the company
- Recognise, acknowledge and reward employees and teams for their talents, contributions, and successes

## Self-Actualisation

- Employees should be made to feel they are empowered and trusted with important, meaningful work.
- Recognize workers for their talents and contributions and provide them with continuous development opportunities for growth.
- Treat employees like "Super Stars" and they will perform like "Super Stars."

38

38

## McClelland's 3-Needs Theory

Dominant Motivator	Characteristics of this person
Achievement ("The Leader")	<ul style="list-style-type: none"> <li>Has a strong need to set and accomplish challenging goals</li> <li>Takes calculated risks to accomplish their goals</li> <li>Likes to receive regular feedback on their progress and achievements</li> <li>Often likes to work alone</li> </ul>
Affiliation ("The Friend")	<ul style="list-style-type: none"> <li>Wants to belong to the group</li> <li>Wants to be liked, and will often go along with whatever the rest of the group wants to do</li> <li>Favours collaboration over competition</li> <li>Doesn't like high risk or uncertainty</li> </ul>
Power ("The Power Broker")	<ul style="list-style-type: none"> <li>Wants to control and influence others</li> <li>Likes to win arguments</li> <li>Enjoys competition and winning</li> <li>Enjoys status and recognition.</li> </ul>

Useful reading:

<https://www.mindtools.com/pages/article/human-motivation-theory.htm>

39

39

### MASLOW


### MCLELLAN




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41

## INCLUSION In The Workplace

What does it mean to you?



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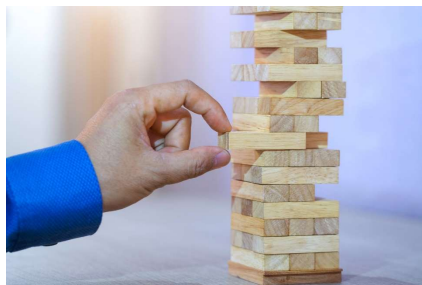
## True Inclusion – CIPD

- True inclusion is created by embedding inclusive practices and values into the organisation's way of doing things.
- Whilst inclusion can't be the sole responsibility of the people profession, people professionals nonetheless have a key role to play.
- They can support employees, line managers and senior leaders to build inclusive behaviours and values, ensure policies and practices are inclusive, and challenge organisational values and behaviours that don't actively promote inclusion.
- Importantly, any action should be guided by organisational data and carefully evaluated – further research needs to test the most effective ways to build inclusion.

43

43

## If Employees Do Not Feel Included What Might The Indicators Be For This?



44

44





- Absenteeism
- High turnover
- Dissatisfaction with reward
- Lack of employee engagement.



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## People Practice Solutions

- Absenteeism 
- High turnover 
- Dissatisfaction with reward 
- Lack of employee engagement 

46

46




## People Practice Solutions

- Absenteeism → **A new sick leave policy**
- High turnover →
- Dissatisfaction with reward →
- Lack of employee engagement →

47

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## People Practice Solutions

- Absenteeism → **A new sick leave policy**
- High turnover → **A revised retention strategy**
- Dissatisfaction with reward →
- Lack of employee engagement →

48

48



## People Practice Solutions

- Absenteeism → **A new sick leave policy**
- High turnover → **A revised retention strategy**
- Dissatisfaction with reward → **A new reward programme**
- Lack of employee engagement →

49

49

## People Practice Solutions

- Absenteeism → **A new sick leave policy**
- High turnover → **A revised retention strategy**
- Dissatisfaction with reward → **A new reward programme**
- Lack of employee engagement → **“Employee voice” opportunities**

50

50

## In What Areas Can You Take Action To Build Inclusion Within These Solutions? – The CIPD Suggests



51

51

## What actions can you take action to build inclusion – CIPD Suggests

### 1. Involve all employees in inclusion

- All employees need to understand their role in building inclusive workplaces
- This involves employers setting clear standards of behaviour for inclusion, treating all colleagues with dignity and respect, and empowering employees to challenge exclusionary behaviour.



### *What you can do:*

- Make inclusion relevant to people at all levels of the business; what does inclusion mean in your job role and what you can you do to be more inclusive?

52

52

## What Actions Can You Take Action To Build Inclusion – CIPD Suggests



### 2. Develop People Manager capability

Managers are key in inclusion. The relationship they have with employees, and how they carry out people management practices and policies, will impact employees' opportunities and experiences of work.

Treating all employees with respect, supporting their development and ensuring they've a say in the workplace is core for any manager. Managers need to ensure there's a level playing field for their team, and support employee's individual needs. However, bias can play a role in the opportunities that individuals are given at work - given our preferences for people 'like us'.

#### *What you can do:*

53

53

## What Areas Can You Take Action To Build Inclusion – CIPD Suggests



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#### *What you can do:*

- Examine progression and hiring data to ensure that there's a level playing field and address any bias.

54

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## What Actions Can You Take Action To Build Inclusion – CIPD Suggests



### 2. Develop people manager capability

- Managers are key in inclusion. The relationship they have with employees, and how they carry out people management practices and policies, will impact employees' opportunities and experiences of work.
- Treating all employees with respect, supporting their development and ensuring they've a say in the workplace is core for any manager.
- Managers need to ensure there's a level playing field for their team, and support employee's individual needs. However, bias can play a role in the opportunities that individuals are given at work - given our preferences for people 'like us'.

#### *What you can do:*

- Examine progression and hiring data to ensure that there's a level playing field and address any bias.
- Embed inclusion in line manager training and development – for example, raise awareness of issues relating to inclusion and empower managers to carry out people management practices effectively.

55

55

## What Actions Can You Take Action To Build Inclusion – CIPD Suggests



### 3. Build senior commitment to inclusion

- Many senior leaders are line managers themselves; they set the tone for the behaviour that's expected in the business.
- With a drive towards increasing diversity on boards, attention must also be paid to how inclusive the boardroom is.
- *People professionals* should work with senior leaders to embed inclusion into the organisation's way of doing things, highlighting the importance of their advocacy and buy in.

#### *Senior leaders need to:*

- Actively champion and sponsor inclusion activities
- Develop self-awareness and understand their own biases
- Be a role-model inclusive behaviour in their own people management, and in their own leadership team.

56

56



## What Areas Can You Take Action To Build Inclusion – CIPD Suggests

### 4. Evaluate policies and practices

A two-step approach is needed to put in place people management practices and policies to support inclusion:

1. Consider the formal and informal mechanisms that can be improved to enhance inclusion for all employees. For example, ensure that there are clear mechanisms for feedback that allow employees to feel like they have a 'say' in the organisation.
2. Create specific policies and practices that support particular groups or individual needs. For example, make sure there are clear policies in place to support individual needs; these need to be implemented by managers and backed up by a supportive workplace environment.

#### *Consider how you can:*

- Embed inclusion into wider people management practices
- Communicate the policies in place that support inclusion
- Use organisational data to review policies and practices.

57

57



## What Areas Can You Take Action To Build Inclusion – CIPD Suggests

### 5. Examine organisational culture, climate and values

Creating an inclusive climate and culture requires fair policies and practices, recognising and valuing difference, and including all employees in decision-making processes. Senior commitment in the form of real advocacy and buy-in is important in creating a truly inclusive organisation. In some cases, organisations might need to evaluate their own norms and values.

#### *What you can do:*

- Work with employees throughout the business to understand current norms and values; is 'difference' seen as positive or negative, and do employees understand their role in inclusion?
- Evaluate people practices through an inclusion 'lens' - do your practices and policies align with inclusion?
- Ensure that senior leaders support inclusion, and, importantly, role-model inclusive behaviour and value difference, rather than distrust it.

58

58

## Task 2 – Professional Review

### TASK 2 PROFESSIONAL REVIEW

This task needs you to demonstrate your commitment to professional development and performance improvement.

- Reflection
- Self-assessment
- Feedback from others

This will then lead you to identify your

- Strengths
- Weaknesses
- Development areas.

This will lead to:-

- Formulating a range of formal and/or informal activities to address your development needs and support your continuous development

59

59

## Questions



APPROX.  
1000 WORDS

1

AC 2.3 **REFLECT** ON YOUR OWN APPROACH TO WORKING INCLUSIVELY AND BUILDING POSITIVE WORKING RELATIONSHIPS WITH OTHERS. (APPROXIMATELY 200 WORDS)

2

AC 3.1 **EXPLORE** HOW THE ROLE OF A PEOPLE PROFESSIONAL IS EVOLVING AND THE IMPLICATIONS THIS HAS FOR CONTINUING PROFESSIONAL DEVELOPMENT. (APPROXIMATELY 250 WORDS)

3

AC 3.2 **ASSESS** YOUR STRENGTHS, WEAKNESSES AND DEVELOPMENT AREAS BASED ON SELF-ASSESSMENT AND FEEDBACK FROM OTHERS. (APPROXIMATELY 250 WORDS)

4

AC 3.3 **FORMULATE** A RANGE OF FORMAL AND/OR INFORMAL CONTINUING PROFESSIONAL DEVELOPMENT (CPD) ACTIVITIES TO SUPPORT YOUR LEARNING JOURNEY. (APPROXIMATELY 300 WORDS)

5

AC 3.4. **REFLECT** ON THE IMPACT OF YOUR CONTINUING PROFESSIONAL DEVELOPMENT ACTIVITIES ON OWN BEHAVIOUR AND PERFORMANCE. (NO WORD COUNT AS IT IS A TABLE OR CPD REFLECTION TOOL)

60

60

## Key Behaviours: Working Inclusively/Building Relationships

**Curiosity:** Adopting an inquisitive mindset, and genuine curiosity, you will become better equipped to learn from and incorporate differing viewpoints and experiences.

**Flexibility:** By adapting to other people's different needs and support requirements, we can adopt working practices that best include a diverse range of colleagues.

**Courage:** Many people notice issues relating to inclusivity but do not have the courage and confidence to speak up. Being a professional means challenging poor behaviours and practices and actively combating bias.

What other behaviours are important?

61

61

## Personal Reflection

Take a moment to reflect on your approach to working inclusively and building positive relationships with others.


Prepare to share with the group:

- An example of your inclusive working efforts
- What skills were important for this interaction
- What behaviours you adopted
- The outcome of your efforts
- If there is anything you would change next time?.


62

62

# Questions



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## Continuous Professional Development Explained

**Continuing Professional Development (CPD)** is the term used to describe the learning activities professionals engage in to develop and enhance their abilities. CPD is a holistic approach towards enhancing personal skills and proficiency throughout a professional's career.

Over time, the industries and professions in which we work change. Adopting new working practices, operating within new laws & regulations and adapting to the changing demands of the people.

If we do not keep pace with these changes as people professionals, we will no longer be able to provide expert advice, guidance and add value to our organisations and colleagues.

A great example for showing how People Practices have changed is in the adoption of new technologies.

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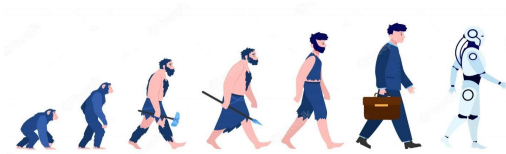
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## How Is The People Profession Evolving? – Practical Discussion

Separate into groups to discuss how the people profession has changed in recent years and how you expect it to evolve in the future:

- Identify 3 specific areas that show the evolution in the profession, for example, how the profession has adapted to specific technologies, the Covid-19 pandemic, remote working practices, etc
- For each example, explain how this impacts your CPD requirements as a people professional.



65

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## Questions



APPROX.  
1000 WORDS

1

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## Assessing Your Current Strengths & Weaknesses

**Self-Assessment** is a professional's evaluation of their performance in their role over a specified time period. The purpose of self-assessment is to encourage reflection on performance, identify strengths which they can look to replicate, and weaknesses they can look to resolve.

Tools used to support self-assessment:

- Personal SWOT
- Use of CIPD Profession Map

**Bias in self-assessment** is a common problem. We often think we are more capable than we really are. So, we need to reflect objectively to avoid discrepancies.

### Working Inclusively

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

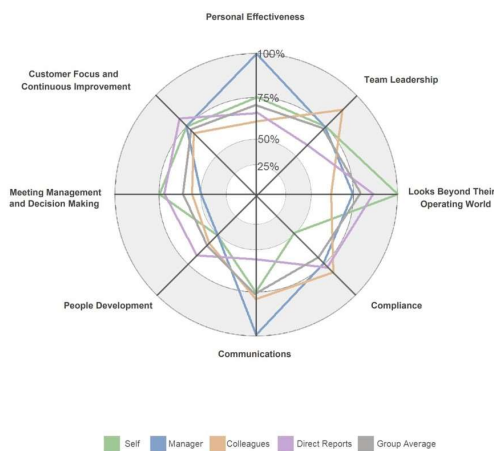
	Foundation level	Associate level	Chartered Member level	Chartered Fellow level
Inclusivity	Show sensitivity and respect to others	Get to know people as individuals so you can work together more effectively	Role-model and advocate the value of including others and embracing difference	Foster an inclusive culture which unites people, whatever their differences
Valuing diversity	Demonstrate openness to diverse views and opinions	Actively seek and listen to diverse views and opinions	Explore and interpret a diverse range of perspectives and views	Value and integrate diverse perspectives when creating people strategy
Building relationships	Build positive working relationships with immediate colleagues	Build purposeful working relationships with and collaborate with wider colleagues	Build collaborative relationships across organisation boundaries, cultures and other disciplines	Build strategic relationships and partnerships across professions, geographies and organisations
Collaborative working	N/A	N/A	Facilitate connections and joint-working across teams, disciplines and functions	Broker collaborations across and outside organisations to progress shared agendas
Sharing knowledge	Share data and information to inform work in your area	Readily share your knowledge and expertise with others to solve problems	Proactively share knowledge, experience and expertise to co-create solutions across boundaries	Create a culture of knowledge, experience and expertise sharing
Conflict resolution	Handle difficult situations calmly and contribute to finding a way forward	Support others to resolve conflict and build trust before issues escalate	Coach and enable others to resolve conflict and build trust within teams and functions	Coach and influence senior leaders to build trust and cohesion
Psychological safety	Ask for help, admit mistakes, and share concerns and ideas with others	Encourage others to recognise when they need help, to admit mistakes, and share concerns and ideas	Create and maintain an environment where others feel safe to admit mistakes, share ideas and challenge ways of working	Proactively build and maintain a culture that embraces psychological safety, honesty and openness

CORE BEHAVIOURS

67

67

## The Importance Of Feedback



**Feedback** on our performance allows us to understand the views of others and can uncover strengths and development needs that we may be unable to see ourselves.

**Quality Feedback** should be specific, data-based, relevant, constructive, credible and unbiased.

**Tools and sources of feedback can include:**

- Performance appraisals
- 360-feedback
- Customer comments/feedback
- Others?.

68

68

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69

69

## CPD Activities – Flip Chart Activity



Both formal and informal continuing professional development (CPD) activities could be used to support your learning journey

- **Formal Learning:** Usually involves an organised activity with a specific structure and aim, such as; training, e-learning, seminars, webinars, videos etc.
- **Informal:** Usually spontaneous, unstructured e.g. mentoring, self-study, shadowing, podcasts, job rotation.

### Activity:

- Identify 5 formal and 5 informal learning methods
- For each method, assess the advantages and disadvantages
- Provide examples of when they could be used effectively.

70

70

## The Importance Of Reflection In CPD

### Reflective Practice

#### Step 1

- Analyse your CPD activities
- Identify links between development activities and their impacts,
- Modify actions, behaviour, and learning objectives
- Prompts recognition of the purpose of each CPD activity – what you are gaining from them, etc

#### Step 2

- Consolidate the learning
- Plan activities to transfer the learning to the workplace
- Identify knowledge gaps that may need to be filled
- Create a record to use for career development.

71

71

## Planning Your Continuing Professional Development CPD

Development Need: Identified from Self- assessment	What formal/informal learning activity will I undertake?	Why have I chosen this specific activity? (consider learning style, cost, flexibility etc)	What resources or support will I need to complete the activity?	Target date for completion (month/year)


### Assignment Task

- Write a CPD plan that contains details of 3 specific activities that you will undertake in the next 12 months, that will help you to build on your strengths and help you to develop skills to meet your needs identified in the previous tasks.


72

72

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## Unit Resources.

### All On The Oakwood Learner Hub

- Assignment Writing Guide – **Critical Document – Use It!**
- Learner Assessment Brief (LAB) – **Document where you answer the questions**
- Part 1 Tasks – **Links to useful support materials**
- Part 2 - **PDF of Tutor Slide Deck**
- Part 3 Tasks – **Links to support materials.**

74

74

# Recap of the Day



75

75

# Questions?

76

76

## Review Us On Google & Facebook

Tell other professionals what you think of Oakwood



Google  
★★★★★



facebook  
★★★★★

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## Follow Oakwood On Social Media

For important HR updates and free business advice



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78

78

**Thank You!**

79