

London HPMA Academy

HR/OD Competency Framework

Version 1.0

July 2021

Guidance Notes

We are pleased to introduce this updated version of the 2015 HPMA London Academy competency framework. As an HR/OD professional in the NHS or elsewhere in the UK healthcare sector, you have a critical role to play in delivering health and social care. To fulfil your potential, you will be aware you need to continually develop your skills, knowledge and behaviours. Change is a constant in the health and care sector and never more so than at the current time (2021). All HR/OD professionals thrive by adapting and improving their skills and capabilities to deliver high impact, future focused people practices.

This HPMA HR/OD Competency Framework has been developed over the years as a simple and valuable tool to any HR/OD professional and to any HR director or manager looking to develop the skills of their teams. This original competency framework consisted of six competencies with examples of how this competency could be demonstrated at four levels. We considered undertaking a full re-write of the competency framework but in light of the 2021 Future of HR/OD in the NHS Review and the work programme coming out of this nationally, we decided against re-writing the competency framework at this point. Instead, we decided to update our original competency framework using examples from the [new CIPD profession map](#). We felt it was important to draw on the comprehensive work in the profession map and align our framework more closely with our profession standards.

Purpose of the London HPMA Academy HR/OD Competency Framework

This framework has been produced by the London HPMA Academy as a simple, easy-to-use tool, which sets out the core competencies that are expected of all HR/OD professionals working in the NHS and the wider UK healthcare sector.

This competency framework is deliberately generic and can be tailored by any member organisation and used by all HR professionals. It is anticipated that it could be used for a range of reasons, some of which are set out below:

- As a reference for HR/OD professionals and for their employers to help them focus on developing core HR/OD competencies
- To help HR/OD professionals identify core HR/OD competencies that they excel in, lack or wish to develop further
- To help employers of HR/OD professionals define learning needs analysis for teams of HR/OD professionals
- To encourage HR/OD professionals and employers of HR/OD professionals to improve and develop their core competencies

The London HPMA Academy intend to use the HR/OD Competency Framework in the following ways;

- When designing learning events, to link content to these core competencies.
- To establish learning needs from its members – clearly this will be most effective where organisations are using these core competencies in their appraisals for their HR/OD professionals.
- Within its talent management programmes.

HPMA and the London HPMA Academy are committed to the continuous development of HR/OD professionals that work in the NHS and the wider UK healthcare sector. We passionately believe that healthcare is about people; whether they be staff, patients or family and friends. The HR/OD profession has a unique role to play in ensuring that the people working in healthcare organisations are able and encouraged to perform well, thereby providing the best possible care to patients.

Version Control of the HR/OD Competency Framework

This updated version is a 'beta version' of the framework which is ready to be used by individuals and Trusts. We invite people to use the framework and develop it to fit your specific needs. We welcome any feedback that you have.

Version Number	Authors/Editors	Date
v 0.1	Masters Students from Greenwich University commissioned by London HPMA Academy	11 th March 2015
v 0.2	Edited following feedback from London HR Directors meeting	15 th April 2015
v 0.3	Edited by London HPMA Academy Team to include guidance notes	14 th May 2015
V 1.0	Rewritten by London HPMA Academy team to use examples from new CIPD profession map	7 th July 2021

Scope of the HR/OD Competency Framework

The framework is intended to be used by any HR/OD professional whatever their role, i.e. from administrator to HR Director, from HR transactional services to Learning and Development (L&D) and Organisational Development (OD). If you are unsure whether it applies to you then please try it and see. If you feel the need to extend or adapt the framework to cover your department or role then please do incorporating examples from the CIPD profession map. It is intended to be adapted for local use whilst retaining some simple, core competencies at its heart.

Overview of the HR/OD Competency Framework

The framework consists of purpose plus six core competencies. Each of these competencies have been identified at the [four different impact levels used by the CIPD](#). Each competency has a definition and includes examples to show how these competencies might be applied in terms of knowledge and behaviour at each of the four levels.

We have selected specific examples from the profession map for each of our six competencies and so the framework is intended to be used in conjunction with the profession map. These examples are not exhaustive and you are encouraged to use your judgement to think of additional or alternative examples relevant to your role and your organisation. You can replace any of these examples with ones that would be more relevant. Specific job roles will draw on different competences at different levels. For example, an HR Business Partner may have some competency examples at level 2, some at level 3 and some at level 4, irrespective of their current CIPD membership level.

We encourage specialists in particular functional areas to follow up the profession map references in the competency framework, and consider adding additional examples for their particular specialism. A learning and development specialist will find that we have included two specific examples relating to learning and development and we recommend that they follow up using the map to add additional competencies. Resourcing specialists will find that we haven't had scope within this framework, to reflect place and anchor organisations or specific competencies around running a collaborative resourcing hub. Again, we recommend adding additional examples from the profession map.

It is worth noting that many of the examples could apply equally well to more than one competency; however, to avoid duplication and confusion, they have been placed in those competency areas that appear the most appropriate.

Our challenge has been producing a useful competency framework for all HR and OD professionals in the NHS that covers key competences but isn't too long and unwieldy. We have added a further competency, purpose, which sits at the heart of the framework, to reflect the importance of being guided by a strong professional identity grounded in shared values and robust standards.

In some areas, we have tweaked the wording used in the profession map, to fit the current NHS context. We have however broadly erred on the side of keeping the original wording used by the professional body.

As this is the HPMA London Academy competency framework, it has been developed to reflect what we understand to be the key development needs of HR/OD professionals in the current environment. For example, the competency around personal presence and impact is quite detailed reflecting the key development areas we hear about in our discussions with colleagues. There are also some competencies that we talk a lot about in HR/OD in the NHS that are covered more broadly rather than specifically in the CIPD map e.g. political savvy and negotiation skills.

Why use a competency framework?

The benefits of using a competency framework include:

- Employees have a clear and simple set of competencies and examples of skills, knowledge and behaviours expected of them as HR/OD professionals and that can be used to prepare for career conversations.
- The appraisal and recruitment systems are fairer and more open.
- Recruiters are able to assess transferable skills and identify required behaviours regardless of career background.
- There is a link between effective individual inputs to work and organisational performance.
- Processes are measurable and standardised across organisational and geographical boundaries.

(source <http://www.cipd.co.uk/hr-resources/factsheets/competence-competency-frameworks.aspx>)

The London HPMA Academy's HR/OD Competency Framework could be used for the following:

- Underpinning appraisals and personal development reviews– identifying skills/knowledge gaps
- Supporting more effective analysis of learning needs
- Benchmarking performance
- Talent identification
- Career planning and management

Using the Competencies

The Competencies and examples in the HR/OD Competency Framework can be used in a number of different ways and we are keen to hear from all members how you use it in practice to support future development of the framework.

Use by HR/OD professionals

We recommend that individual HR/OD professionals are encouraged to consider what each of the six core competences means to them in their current role and identify examples whereby they can evidence their competence against these. Evidence might be in the form of example work produced, training attended or better still evidence from subordinates, peers or managers that they have demonstrated competence. Ideally setting SMART objectives, perhaps with your line manager, in this regard.

We also recommend that individual HR/OD professionals consider how they would like to or believe they should develop themselves in each of the six competencies. Setting specific tasks, training courses to attend or SMART objectives that when completed would evidence for themselves and for those around them that they are operating at the level of competence that they wish to.

Use by Managers

Encourage all your HR/OD professionals to consider the six core competencies and to spend time gathering evidence of competence and to consider how they might further develop themselves in the context of each of these six core competences. Ideally setting SMART objectives with them in this regard.

Encourage all your HR/OD professionals to spend time to reflect on what they have learned when completing a specific task or project or over a period of time in relation to the six core competences. Encourage them to consider what evidence they have and what more they could have done in regard to each of the competences.

Encourage all your HR/OD professionals to consider how they further develop themselves in the context of each of these six core competences. Ideally setting SMART objectives with them in this regard.

Seek approval to incorporate the HR/OD Competency Framework into your appraisal process for all HR/OD professionals within your organisation. Doing so would demonstrate your ability to operate around level 3 and 4 in a number of the competences, e.g. Capability Builder or Change Catalyst.

Use by HR Directors and Deputies

Lead by example and use the HR/OD Competency Framework frequently and visibly with your team. Even the best HR/OD Director can always improve and these six core competencies provide a useful focus for reflection of recent activities and a focus for planning how you might seek to develop further.

Look to incorporate the HR/OD Competency Framework into your appraisal process for all HR/OD professionals. In addition to it being a valuable tool for your HR/OD professionals, it will provide you with a good understanding of the competences of your whole HR function and enable you to pinpoint development opportunities.

Please let us know your experience of using the HR/OD Competency Framework so that we can share best practices and incorporate improvements into future versions.

Mapping to Roles

The HR/OD profession covers a wide range of roles from HR transactional services, to learning and development, to employee relations and to organisational development. The HR profession also covers all levels of seniority ranging from school leavers who might become a junior HR administrator to very senior executive director who might be one step away from being a Chief Executive.

Identifying which competencies are needed for which role to what level is complex and will likely vary from one organisation to another so instead the HR/OD Competency Framework has been designed so that any HR/OD professional operating in any role, at any level, is able to focus on the six core competencies

to some extent or another. It will be up to the individual and the organisation to decide to what level that individual should be operating within a specific role and to develop the examples provided into a comprehensive list of activities, knowledge, skills and behaviours.

For information on the CIPD's levels, go to <https://peopleprofession.cipd.org/find-your-level>

We hope you find this a useful framework and encourage you to use it as a working document in your own context for your specific needs. We'd love to hear more about you use it!

HR/OD Competency Framework



1. Purpose

Driving our purpose

The fundamental purpose of the HR/OD profession is to champion better work and working lives. Creating roles, opportunities, organisations and working environments that help get the best out of people, delivering great organisational outcomes, and in turn driving excellence in patient care, making good, fair and inclusive work a societal outcome.

Everyone connected to the world of work has a role to play in delivering this so it sits at the heart of the competency framework.

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

2. Strategic operator

Definition: Ability to see the bigger picture and join the dots at a strategic level. This requires an understanding of the link between the external and internal operating environments including the development of a systems wide perspective. Includes the ability to formulate and implement workforce strategies as part of the wider organizational strategy, organization development theory and operational practice

CIPD Foundation level

CIPD Associate level

CIPD Chartered Member level

CIPD Chartered Fellow level

At this level you'll understand:

<p>The NHS People Plan</p> <p><i>Ref: CIPD PM – Core knowledge – business acumen</i></p>	<p>The wider NHS strategy and plan that impact your organisation</p>	<p>The wider NHS strategy and plan as well as the other external trends –such as social, economic, technological – which impact your organisation</p>	<p>The wider NHS strategy and plan; the trends and issues that affect your integrated care system (ICS) and organisation; and how this impact organisation performance</p>	<p>How the wider NHS strategy and plan and other trends and issues, impact on system and organisation structure and performance; as well as potential future trends in your sector and beyond</p>
<p>The people strategy in your ICS and organisation</p> <p><i>Ref: CIPD PM – Core knowledge – business acumen</i></p>	<p>The key business issues in your area of work</p>	<p>Your organisation’s strategy, the people strategy and the range of services provided</p>	<p>The strategy of the organisation and how it translates to the people strategy (or equivalent) for your area of work</p>	<p>The ICS and organisation’s long term vision and strategy and what it means for the future development of the people strategy</p>
<p>How to develop a people plan</p> <p><i>Ref: CIPD PM – Core knowledge – Business acumen</i></p>	<p>What your organisation’s goals are, and why it’s important for organisations to plan</p>	<p>How your work connects with and supports wider people, organisation and ICS strategies</p>	<p>How to develop a people plan for your area of work</p>	<p>Different forms of strategy development, how to create an organisation and ICS wide people strategy, and shape the business strategy</p>
<p>Culture</p> <p><i>Ref: CIPD PM – Core knowledge – Culture and behaviour</i></p>	<p>What culture is and why it’s important</p>	<p>What a positive culture looks and feels like</p>	<p>You understand how to apply different approaches to culture change and are able to integrate and align people practices for your area of work</p>	<p>You are able to diagnose and articulate the impact that wider culture has (e.g. the sector) on shaping organisation culture and how you can influence and</p>

				plan specific interventions to support culture change
How to use organisation development theory <i>Ref: CIPD PM – Specialist knowledge – Organisational development and design</i>	N/A	Core organisation development theory (e.g. change, culture, behaviour)	How to evaluate organisation development theories, use them to inform people practice, and apply them in your work	How to integrate the range of organisation development theory into strategic people approaches
Best people practice <i>Ref: CIPD PM – Core knowledge – Business acumen</i>	What good people practice looks like in your organisation	What good people practice and strategy looks like in your area of the business	What good people strategy and practice looks like in a range of organisations and how to test and implement new people practices	What leading practice looks like across the profession, and how to contribute to the profession’s knowledge base
Employee engagement <i>Ref: CIPD PM – Core knowledge – Culture and behaviour standards</i>	How employee engagement impacts the way people feel at work	Basic theories of motivation and the factors that affect employee engagement	How to apply different engagement approaches, and the drivers and enablers of engagement	How to create the right environment to engage workers and drive organisation effectiveness through engagement
At this level, you will:				
Be curious <i>Ref: CIPD PM – Core behaviours – insights focused</i>	Ask questions to understand problems or issues	Ask questions to explore issues and understand underlying causes	Take a disciplined and open minded approach to understand and define organisation and system issues and their root causes	Take a systemic system wide approach in understanding and framing emerging organisation and system issues

Use data <i>Ref: CIPD PM – Core behaviours – insights focused</i>	Accurately retrieve and collate data to inform decisions	Identify sources of evidence (e.g. internal data, professional opinion and external practice) and how best to acquire them	Acquire and source multiple sources of evidence (e.g. internal and external professional expertise, research and stakeholder concerns and values) to test assumptions and ideas	Oversee the acquisition, sourcing and analysis of internal and external evidence to inform people strategy

3. Business focused

Definition: Having a broad understanding of how the business works and how the component parts of the organisation fit together.

	CIPD Foundation level	CIPD Associate level	CIPD Chartered Member level	CIPD Chartered Fellow level
At this level you'll understand:				
The business you're in (1) <i>Ref: CIPD PM – Core knowledge – Business acumen</i>	The services your organisation provides to patients	The connections between your organisation's strategy and the people strategy, and the range of services, patients and stakeholders your organisation has	How the organisation's strategy translates to your work, and how to use data relating to services and patients to provide insights into people solutions	Your organisation's long term vision and strategy, and what it means for people strategy

<p>The business you're in (2)</p> <p><i>Ref: CIPD PM – Core knowledge – Business acumen</i></p>	<p>The key business issues in your area of work</p>	<p>Your organisation's current priorities and the associated opportunities for your area of work</p>	<p>How the different issues in the organisation are connected, and can identify and plan mitigations to address opportunities and risks</p>	<p>The wider ecosystem and integrated care system your organisation operates within, and how to anticipate long term opportunities and risks</p>
<p>People analytics</p> <p><i>Ref: CIPD PM – Core knowledge – Analytics and creating value</i></p>	<p>What data is and why it's important</p>	<p>How data can be used and presented to resolve people issues</p>	<p>How to interpret and use a range of sources of data (qualitative and quantitative) to make decisions and provide business insight for your area of work</p>	<p>How to use internal (operational, financial and people insights) and external sources of data (e.g. best practice, academic research) to influence and shape the organisation's people and business strategy</p>
<p>Finances</p> <p><i>Ref: CIPD PM – Core knowledge – Business acumen</i></p>	<p>How to make common calculations (e.g. percentages, averages) and interpret basic financial information</p>	<p>How to interpret financial statements, track costs, and forecast spend in your work</p>	<p>How to contribute to business performance by reviewing and forecasting spend relating to your area of work</p>	<p>How to represent the value of people in different ways (e.g. skills, capability, cost)</p>
<p>Measurement of performance</p>	<p>How your organisation and your own function and team measures it's performance</p>	<p>Your organisation, function and team's measures of performance (key performance indicators)</p>	<p>How to interpret your organisation, function and team's performance data, identifying risks and mitigating actions</p>	<p>External and internal factors that shape short and long term business performance</p>

<i>Ref: CIPD PM – Core knowledge – Business acumen</i>				
Supplier management <i>Ref: CIPD PM – Core knowledge – Business acumen</i>	The suppliers and partner organisations that support your area of work	How to manage relationships with suppliers and partner organisations, and how to choose them	How to select and manage suppliers and partner organisations, how to ensure value for money, and different supply models	How to determine the right supply and partner models that fit the people approach and ensure value for money
Governance <i>Ref: CIPD PM – Core knowledge – Business acumen</i>	The role and purpose of governance in your organisation	The role and purpose of governance, its structure in your area of work and broader regulatory environment you work in	The role and purpose of governance, its structure in your area of work and broader regulatory environment you work in	You understand how to influence and shape governance, its structure in your area of work and the broader regulatory environment you work in.
At this level you will:				
Understand the business <i>Ref: CIPD PM – Core behaviours – Commercial drive</i>	Show a keen interest in the organisation, its goals, its delivery of patient care and external influences	Demonstrate curiosity about how the organisation delivers care to its local population, its strategy, and how people contribute to its success	Continuously build a strong understanding of the delivery of care across the system, the organisation’s clinical priorities, sources of revenue and the business model	Continuously build a deep understanding of the business model and external context to anticipate future risks and opportunities
Be customer focused	Demonstrate that you are customer-focused in your work	Engage with customers to understand their needs and improve their experiences	Partner with customers to understand their current	Create a culture that prioritise the understanding

<i>Ref: CIPD PM – Core behaviours – Commercial drive</i>			and future needs, and contract effectively	of customer needs to enhance customer value
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4. HR & OD Expert

Definition: Builds and applies HR and OD knowledge and expertise to consistently achieve key business objectives

	CIPD Foundation level	CIPD Associate level	CIPD Chartered Member level	CIPD Chartered Fellow level
At this level you'll understand:				
Employment law <i>Ref: CIPD PM – Core knowledge – People practice</i>	Policy, regulation and law relevant to your work	Policy, regulation and law relevant to your work and how to ensure people practices are compliant	Current and future regulation and law relevant to your work, how to apply it, and how to mitigate risk	Current and future regulation and law relevant to your work, and how to assess impact and risk for organisations and industry sector
Workforce planning <i>Ref: CIPD PM – Core knowledge – People practice</i>	What workforce planning is	The elements that make up workforce planning (succession, supply forecasting, skills gap etc.)	The elements that make up workforce planning, and how workforce planning data can be applied to improve other people practices	The elements that make up workforce planning, and how workforce planning data can be used to inform people, organisation and ICS strategy

Performance management <i>Ref: CIPD PM – Core knowledge – People practice</i>	Performance management in your organisation	Different approaches to performance management and their pros and cons	The impact of different performance management approaches, and how performance management data can be used to drive improvements	The impact of different performance management approaches on organisation culture and performance
OD diagnostics <i>Ref: CIPD PM – Specialist knowledge – Organisational development and design</i>	What organisation development diagnostic tools are used in your organisation	The difference between organisation development tools at individual and team level and when to apply them	How to assess the value of organisation development diagnostic tools at individual, team and organisation level, and apply them in your work	How organisation development diagnostic tools support and contribute to wider organisation assessments
OD interventions <i>Ref: CIPD PM – Specialist knowledge – Organisational development and design</i>	The different organisation development interventions in your organisation	The range of organisation development interventions available and how to select the right one	How to design and deliver different organisation development interventions	How different organisation development interventions deliver value for the organisation
Equality, diversity and inclusion <i>Ref: CIPD PM - Specialist knowledge – People practice</i>	What diversity and inclusion mean and why are they important	How to build diversity and inclusion into your work	How to integrate diversity and inclusion into people practice to great value in your area of work	How to build diversity and inclusion approaches that positive impact on organisation’s culture and performance
Digital	The range of technology that is used in the people profession	What technology is available in your area of the people	How to use technology to support the delivery of people practices, and	Emerging technologies which can improve the people proposition, and

<i>Ref: CIPD PM – Core knowledge – Digital working</i>		profession and its impact on your work	improve the worker experience	how to integrate with wider organisation technologies
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5. Capability and capacity builder

Definition: To identify and increase capacity and key capabilities to achieve organisational goals

	CIPD Foundation level	CIPD Associate level	CIPD Chartered Member level	CIPD Chartered Fellow level
At this level you'll understand:				
Workforce planning <i>Ref: CIPD PM – Specialist knowledge – Resourcing</i>	Workforce planning approaches in your organisation	How workforce planning impacts the resourcing agenda	How to use workforce planning data to inform resourcing approaches	How to integrate strategic workforce planning with the resourcing strategy
Employer brand <i>Ref: CIPD PM – Core knowledge – People practice</i>	What employer brand is and why it's important	The importance of employer brand, and the impact your work can have on it	How to integrate an organisation's brand and values into people practices	How employer brand affects organisation performance and how to enhance it through people strategy
Resourcing <i>Ref: CIPD PM – Specialist knowledge – Resourcing</i>	The principles of fair and objective assessment	How to conduct fair and objective assessments	How to design and select assessment approaches for all levels in the organisation	Current and future assessment approaches and how they align with

				organisation culture and wider people assessments
Succession planning <i>Ref: CIPD PM – Specialist knowledge – Talent management</i>	Succession and contingency planning approaches in your organisation	How to carry out succession and contingency planning approaches	How to design flexible approaches to succession and contingency planning in a constantly changing environment	The organisation impact of succession and contingency planning in a constantly changing environment
Talent management <i>Ref: CIPD PM – Specialist knowledge – Talent management</i>	Your organisation’s approach to defining, developing and retaining talent	Different approaches to defining, developing and retaining talent on an individual and group level	Psychological, motivation and engagement tools, and how to retain talent through differentiated talent offerings	How to align the talent agenda to sector requirements
Talent development <i>Ref: CIPD PM – Specialist knowledge – Talent management</i>	The benefits of high potential diagnostic and development programmes and experiential opportunities	Your organisation and sector’s approach to high potential diagnostic and development programmes as well as experiential opportunities	How to design high potential diagnostic and development programmes, and the role of line management and coaching in experiential learning	How to ensure talent development programmes are creating value for the organisation
Learning and development <i>Ref: CIPD PM – Specialist knowledge – Learning and development standards</i>	How to organise and present content to support effective learning	How to create, co-create and curate content with subject matter experts to meet learning needs	How to lead the creation and curation of content that can be stored, searched, accessed, linked and used to create meaningful learning narratives	How to define the strategy, policy, governance and legal requirements for content creation to support organisation learning and strategic goals

Learning and development <i>Ref: CIPD PM – Specialist knowledge – Learning and development standards</i>	How to support the delivery of learning in your organisation	The principles that underpin the design and use of learning	How to design principles to choose the right approach as part of a learning blend	How to use in person and digital learning as part of the learning strategy to create value for your organisation
Health and wellbeing <i>Ref: CIPD PM – Specialist knowledge – Employee experience</i>	The different approaches to and activities around wellbeing in your organisation	The factors which impact wellbeing at work and how to create wellbeing interventions for workers	The benefits of proactive and reactive well-being approaches for workers and the organisations	How different approaches to well-being create strategic value for workers, the organisations and society

6. Change catalyst

Definition: Creates engaging and effective change processes: understands and communicates the need for change, builds support for change and helps groups and individuals to manage change effectively with particular regard to the need to engage and consult with staff, trade unions and professional staff organisations

CIPD Foundation level	CIPD Associate level	CIPD Chartered Member level	CIPD Chartered Fellow level
At this level you'll understand:			

<p>Case for change</p> <p><i>Ref: CIPD PM – Core knowledge – Change</i></p>	<p>What a business case is and its purpose</p>	<p>How to do a SWOT and PESTLE analysis and use data to create a case for change</p>	<p>How to use a broad range of evidence (eg external insight, benchmarking) to develop a costed business case</p>	<p>How to evidence the value of change for a range of stakeholder groups</p>
<p>Change management</p> <p><i>Ref: CIPD PM – Core knowledge – Change</i></p>	<p>The importance of planning and managing change</p>	<p>Different change management approaches and their advantages and disadvantages</p>	<p>How change management methodologies can impact culture in different ways</p>	<p>How change management methodologies and governance can create value for people and drive organisation performance</p>
<p>Plan and manage risk</p> <p><i>Ref: CIPD PM – Core knowledge – Change</i></p>	<p>What a good project plan looks like in your organisation, and why project goals, milestones, resources, risks, costs and interdependencies are important</p>	<p>How to plan and deliver a project, including goals, milestones, resources, risks, costs and interdependencies</p>	<p>How to select the right project methodology and resources, plan and deliver a project, and manage risks</p>	<p>How different project methodologies impact organisational culture and performance, and how to resource and manage risks for broad, complex programmes of work</p>
<p>Bring people along</p> <p><i>Ref: CIPD PM – Core knowledge – Change</i></p>	<p>That people are an important part of any change, and that change can impact people in different ways</p>	<p>How to explain why change is happening, and basic models for how people experience change</p>	<p>How to apply principles of the psychology of change, and how to maximise the way people are listened to during change</p>	<p>How to paint a compelling vision of the future, and use psychology models to recognise the long term impact of change</p>
<p>At this level, you will:</p>				

Enable change <i>Ref: CIPD PM – Core behaviours – Commercial drive</i>	Support others through change and transition	Enable business change and transition by providing effective people advice and approaches	Enable business change through understanding of culture, capability and structure whilst mitigating people risks and maximising benefits	Select and deploy the change levers which create the greatest value for the organisation and its people in the long term
Stakeholder management <i>Ref: CIPD PM – Core behaviours – Professional courage and influence</i>	Initiate purposeful conversations with a range of people	Take steps to engage regularly with key stakeholders to understand their preferred approach and needs	Proactively develop and sustain relationships with key stakeholders to inform how you influence them	Build and leverage a network of relationships with current and future influencers and stakeholders
Be courageous in your communication <i>Ref: CIPD PM – Core behaviours – Valuing people</i>	Contribute views and opinions clearly	Contribute to discussions and respond to questions in an informed and confident way	Challenge constructively and confidently in the face of opposition	Take a stand with senior colleagues when it is the right thing to do despite significant opposition or challenge

6. Personal impact and influence

Definition: Able to work collaboratively across boundaries and with different stakeholders in the organisation effectively and inclusively to achieve positive outcomes

	CIPD Foundation level	CIPD Associate level	CIPD Chartered Member level	CIPD Chartered Fellow level
At this level you will:				
Be a compassionate leader <i>Ref: CIPD PM – Core behaviours – Valuing people</i>	Empathise with others	Treat people fairly and considerately in your work	Demonstrate compassion, humanity and fairness in your approach	Model compassion, humanity and fairness as a leader
Be collaborative <i>Ref: CIPD PM – Core behaviours – Working inclusively</i>	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	Built strategic relationships and partnerships across professions, geographies and organisations
Be inclusive <i>Ref: CIPD PM - Core behaviour – Working inclusively</i>	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
Communicate complexity <i>Ref: CIPD PM - Core behaviour – Prof courage and influence</i>	Provide information accurately and in a timely way	Communicate key information in a clear and engaging way to influence others	Communicate with impact and make complex things clear, to enable a way forward	Take a visible lead in progressing difficult issues for the benefit of the organisation

<p>Use influencing skills</p> <p><i>Ref: CIPD PM - Core behaviours – Prof courage and influence</i></p>	<p>Understand the impact of different influencing and communication styles in a range of situations</p>	<p>Consider potential reactions and resistance to inform how and when you communicate your ideas</p>	<p>Tailor your influencing style and select appropriate communication channels to engage your audience and gain buy-in</p>	<p>Use a wide range of influencing styles and strategies to secure commitment across and outside your organisation</p>
<p>Be resilient in managing difficulty and ambiguity</p> <p><i>Ref: CIPD PM – Core behaviours – Commercial drive</i></p>	<p>Persevere in the face of difficulties</p>	<p>Show determination and drive to deliver results and overcome challenges</p>	<p>Demonstrate resilience in the face of setbacks, uncertainty or ambiguity and find a way forward</p>	<p>Model resilience through your leadership of others, creating a sense of direction in challenging times</p>
<p>Manage conflict</p> <p><i>Ref: CIPD PM - Core behaviour – Working inclusively</i></p>	<p>Handle difficult situations calmly and contribute to finding a way forward</p>	<p>Support others to resolve conflict and build trust before issues escalate</p>	<p>Coach and enable others to resolve conflict and build trust within teams and functions</p>	<p>Coach and influence senior leaders to build trust and cohesion</p>
<p>Be ethical</p> <p><i>Ref: CIPD PM - Core behaviour – Ethical practice</i></p>	<p>Act consistently with relevant regulation and law</p>	<p>Raise concerns about people practices and policies which are not consistent with values and legislation</p>	<p>Challenge decisions and actions which are not ethical, explaining the organisation risks</p>	<p>Take a visible lead in solving ethical dilemmas, considering how they will play out beyond the organisation</p>
<p>Enable voice</p>	<p>Ask a range of people for their opinion and listen carefully to responses</p>	<p>Enable people to have a voice when designing and</p>	<p>Enable people to have a meaningful voice by involving them in decisions</p>	<p>Strive to create an organisation culture that</p>

<i>Ref: CIPD PM – Core behaviours – Valuing people</i>		delivering solutions which impact them	that impact them, and bring a people perspective to organisation decision making	gives people a voice and puts them at the centre
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