

Examples of good CPD Records: Chartered Fellow level

What was the learning experience, and why was it important to you?	I read 'Transformational Culture' by David Liddle, after it was recommended to me by a colleague. The reason for this is because I've recently moved both organisation and role. Previously I was Head of HR for a small organisation of 40 people; I'm now HRD for 2 business units in a multi-site organisation, so moving from small scale change to large scale transformation - and considering the cultural element - is something I have less experience in.
How has your understanding changed as a result of this experience?	I realised that whilst I had lots of ER experience previously, it was small-scale, and I underestimated the challenges I would find in the public sector around the ER culture. I didn't really have much concept of the restorative justice approach, and it was a bit overwhelming to realise just how much I have to learn. The book provided me with so many lightbulb moments as to what is driving some of the cultures that exist across the organisation. The section on how to move from retributive to restorative justice was particularly new, and that's been the key thing I've focused on since. Also, with a busy working life, my learning tends to be podcasts and webinars that I can listen to when I am on the move - my usual approach is to use the small 'nuggets' of information that I've gleaned from a podcast and share them or use them in conversation. However, reading this book has been more intentional and therefore more purposeful - and although I'm now aware of how much more I have to learn, I also have a better understanding and some comprehensive principles and approaches to apply to the way I will be developing our ER strategy - I feel like I have something more substantial to offer.
What have you done differently, or what will you do differently, in your work?	I'm going to use the principles of how to move an organisation from a retributive culture to a restorative justice culture to drive change in the way that difficult behaviours are dealt with. I've already reviewed the learning points from the case studies, and developed a set of principles on restorative justice that I'm using with my director colleagues to look at behaviour change and engage them in a new way of thinking. I've reached out to the organisations in the case studies to build some greater insights into the impact that the 'eight enablers' have made to their business. So the learning has already had an immediate impact on my work. More broadly, I've also considered how I need to take a more purposeful approach in my learning if I want it to have a stronger impact. I know that my next key piece of work will be around employee engagement, so I'd like to apply the same approach of having some focused learning in this area that I can take and apply to our strategy development work.
What else have you done (or what will you do) for this learning experience to have a wider positive impact?	I am going to reach out to David Liddle to see whether he can come and run a session with my HR leadership team / wider HR function so they can benefit from his experience in this area; this will help to engage the team in understanding the evidence behind the strategy. I will also use my HRD Public Sector Network to share a synopsis of the book and use the opportunity to drive discussion on their thinking on moving from retributive to restorative justice - this will generate more ideas for both myself and peers to use in our organisations. Medium term steps will be to look at wider research around the subject to ensure we're taking an evidenced based approach. Depending on the outcome of that research, we may use some of the key approaches and principles in the next people strategy - but this will in the longer term, over the course of the next 12 to 18 months.

What was the learning experience, and why was it important to you?

I developed a values and capability framework for one my client organisations across the UK and Europe. I undertook evidence-based research, worked with professional bodies, talked with key stakeholders across the organisation and developed a capability framework which covered values and behaviours for all 23,000 staff, and then technical competencies for the Customer Services function.

How has your understanding changed as a result of this experience?

The key learning was in influencing and working with a very wide range of stakeholders who all hold very strong - and differing - views, and how to bring those together in support of the organisation's people strategy. The nature of my work means that I naturally have to step into spaces where I am facilitating, questioning, challenging and enabling senior colleagues and their teams, often focused around behaviour and capability. However, this is the first time I've had to work with such a large senior team across a fragmented organisation, where cultural differences meant they weren't in agreement on the values of the organisation.

It showed me that I'm actually very resilient and able to deal with very strong personalities, and that I am able to transfer my skills that I've used in medium and large organisations, to multinationals. There were a few times where I didn't have experience to fall back on, and had to deal with situations as best I could, but I would have benefitted from strategies to deal with those personalities as I felt less prepared. It also showed me that I much prefer working on the values / culture / behaviour side of OD and capability, rather than technical frameworks where I have less expertise and need to rely more on the technical knowledge of the people involved.

What have you done differently, or what will you do differently, in your work?

There are three specific learnings I want to take forward from this: 1) Updating my toolkit of techniques, approaches and strategies so that I'm able to deal with a wider range of challenges. I have already organised to speak with a couple of peers in my senior OD network to get their expert input from their own experience of this sort of work, so I can be more prepared in future. 2) I will spend time better understanding the culture and attitudes of different European countries. I took too many UK-centric assumptions into the work when working with the team to look at the company values, and this hindered me. 3) Although I feel confident in my capability, I know there were some directors who didn't see the value in having a consultant come in to do the work. So, I'm asking some current and recent clients for feedback on the way I engaged with and influenced their CEOs / Directors / senior teams - what I did well, and what more I could have done to improve my credibility.

What difference has this learning made - or what difference do you expect it to make - beyond your own development?

I co-run a coaching group for aspiring HRDs and senior OD practitioners, and I will be sharing the learning of values and capability framework creation, so they can learn from some of the strategies/approaches and apply them in their own work. The client has also asked me to now develop the technical frameworks for the Finance, Marketing, HR and Production directorates, so I will take the Customer Services functional framework development and replicate the positive aspects of that. I'm also going to run a session for the client to better enable them to understand values and behaviours across their different country teams, from my experience of working with each of them individually over the last year. This will help them to better appreciate their cultural differences and have more empathy when coming together to develop their thinking as an organisation, and be less siloed.