Developing Your HR Behaviours: Courage to Challenge

Facilitators

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Key learning outcomes

- Ignited your interest in CIPD’s HR competences around Courage to Challenge
- Reflected on and evaluated your current competencies
- Challenged yourself and tried out new ideas/approaches
- Given and received peer feedback
- Identified priority areas for future action and development on return to the work place
HR Professional Map
– Courage to Challenge

CIPD Definition of this behaviour:

- Shows courage and confidence to speak up, challenge others even when confronted with resistance or unfamiliar circumstances.
Courage to Challenge Indicators

- When it is important to be courageous and challenge

- Why it important – drivers e.g. personal values, organisational values, ethically - ‘right thing to do’

- How your approach should be framed
The Bands

As you progress from Band 1 to 4 the competencies and qualities you need to demonstrate include:

- Confidence
- Analytical and strategic
- Be decisive
- Influence and negotiate
- Be political, assess and manage risk
Definitions

- A courageous person understands risk, and chooses to overcome their fear and proceed to face the challenge and act according to their values.

- “Courage is not the absence of fear, but rather the judgment that something else is more important than fear.”
Definitions

- “Courage doesn't always roar. Sometimes courage is the quiet voice at the end of the day saying, ‘I will try again tomorrow.’” - Mary Anne Radmacher

- "Courage is the turbo-charging required to succeed when it isn't enough to choose what's easy, self-indulgent or politically expedient. It's a personal choice - Merom Klein.”
Towards a Courageous Mindset

- Recent model of courage
- Positive psychology
- Behavioural and emotional competency
- De-constructs courage
  - character traits
  - states of mind
  - social forces
- Can be learned/increased
Courageous character traits

- Openness to experience
- Conscientiousness
- Core self-evaluation
Courageous states of mind

- Self-efficacy
- Means efficacy
- State hope
- Resilience
Convictions and social forces

- Inner convictions
- Social forces
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