



# CICM Professional Standards

## BEHAVIOURS

### B1 & 2 Inquiring and future focused

#### Positive indicators

- You are risk aware, objective and open-minded, thinking ahead to anticipate, mitigate and manage risks, and explore situations to grow your understanding and get to the bottom of issues.
- You are future focused, question the status quo and are inquisitive about improvement ideas, seeking inspiration from others to achieve strong customer focussed outcomes and a growth mindset and culture.
- You are interested in finding viable developments and better risk mitigation methods and are quick to support others and identify risks, trends and opportunities.

#### Negative indicators

- You have a narrow, blinkered view and take information at face value, therefore failing to spot issues early or the need for urgent intervention.
- You are set in your ways and defend the status quo, resisting change or new ideas.
- You rely on personal views and experience rather than looking further for explanations and solutions.

### B3 Resolute

#### Positive indicators

- You are objective, resolute and take responsibility for achieving goals and objectives and accept accountability for your decision-making.
- You are willing to try something new and succeed by being courageous in admitting mistakes, addressing these, and celebrating successes and lessons learned.
- You are comfortable with change and can take tough decisions and deliver difficult messages confidently, standing up for ethical standards, organisational values and plans.

#### Negative indicators

- You lack discipline and accept 'no' as an answer too quickly, changing messages when challenged, and fail to defend your organisation's position and values or substantiate your views.
- You procrastinate or are hostile to new developments because you fear that change would threaten your position or alter your work.
- You are over-ambitious and fail to deliver on promises by taking on too much or setting unrealistic goals.



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### B4 Resilient

#### Positive indicators

- You understand yourself and know when to seek support after stressful situations, focusing on positives and lessons learned, and communicating in a constructive and encouraging way to support the wellbeing of others.
- You are calm and react pragmatically and logically in challenging situations, showing empathy and striving to put issues and problems into perspective.
- You think flexibly and are confident in refocusing effort and priorities, demonstrating determination, organisational skills and ingenuity to achieve goals in challenging circumstances.

#### Negative indicators

- You find difficulty in understanding others' perspectives or viewing setbacks from a broader perspective which results in illogical conclusions which makes it hard to recover from stressful situations.
- You avoid raising issues or holding frank and open conversations about challenging situations and fear seeking support where required.
- You procrastinate and fail to respond flexibly to rapidly evolving situations due to a preference for routine, and block change or disengage rather than collaborating to find solutions.

### B5 Ethical

#### Positive indicators

- You adhere to organisational and sector codes of conduct, including the CICM Code of Professional Conduct, and strive to improve your organisation's social and environmental impact, raising concerns about practices and policies which are not consistent with your organisational values or legislation.
- You fulfil your responsibilities to the highest professional and ethical standards and look for sustainable solutions, avoiding exposing your organisation to risk by taking unplanned shortcuts.
- You treat others with respect and are honest, impartial and transparent in decision-making and communication, promising only what can be realistically delivered.

#### Negative indicators

- You allow personal interests, prejudice or bias to influence judgments and fail to raise conflicts of interests or concerns about policies or practices.
- You take unacceptable risks and hide or fail to recognise errors of judgment and mistakes, blaming others for unsuccessful outcomes.
- You act dishonestly by being misleading in your communication, covering up mistakes or failing to recognise areas for personal development.