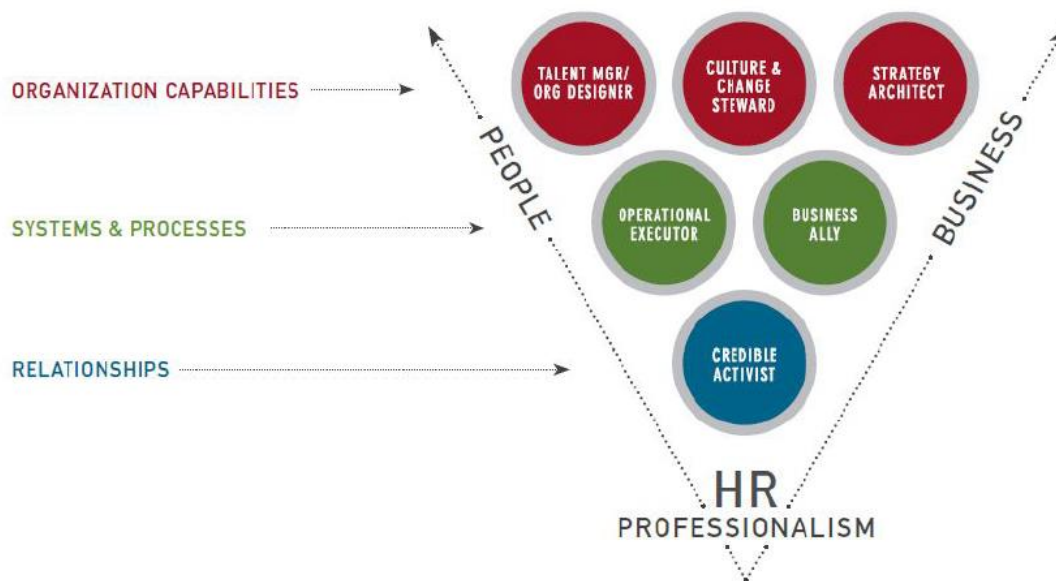


The Competencies and Their Elements, Grossman (2007)

The 2007 Human Resource Competency Study (HRCS), from D.Ulrich and Associates, identified six competencies and their performance elements, offering the outlines of what it takes to be successful. The competencies should be viewed as a three-tier pyramid with Credible Activist at the pinnacle.



The **Credible Activist** is respected, admired, listened to and offers a point of view, takes a position and challenges assumptions by:

- Delivering results with integrity.
- Sharing information.
- Building relationships of trust.
- Doing HR with an attitude (taking appropriate risks, providing candid observations, influencing others).

The **Cultural Steward** recognizes, articulates and helps shape a company's culture by:

- Facilitating change.
- Crafting culture.
- Valuing culture.
- Personalizing culture (helping employees find meaning in their work, managing work/life balance, encouraging innovation).

The **Talent Manager/Organizational Designer** masters theory, research and practice in both talent management and organizational design by:

- Ensuring today's and tomorrow's talent.
- Developing talent.
- Shaping the organization.
- Fostering communication.
- Designing reward systems.

The **Strategy Architect** knows how to make the right change happen by:

- Sustaining strategic agility.
- Engaging customers.

The **Business Ally** contributes to the success of the business by:

- Serving the value chain.
- Interpreting social context.
- Articulating the value proposition.
- Leveraging business technology.

The **Operational Executor** administers the day-to-day work of managing people inside an organization by:

- Implementing workplace policies.
- Advancing HR technology.

Source: Grossman, R.J. (2007), 'New Competencies for HR', HR Magazine, June, 52.6.

The 2012 HR Competency Model

To perform these roles the HR managers should possess six critical HR competencies which Ulrich *et al.* (2012) identified as Strategic Positioner, HR Innovator and Integrator, Change Champion, Technology Proponent, Capability Builder and Credible Activist. Below are the characteristics of each competence (extracted from the <http://hrccs.rbl.net/>, accessed 2014):

Strategic Positioner

HR professionals think and act from the outside/in. They are aware of and able to translate external business trends into internal organization actions. They understand the general business conditions (e.g., social, technological, economic, political, environmental, and demographic trends) that affect their industry and geography.

They target and serve key customers of their organization by segmenting customers, knowing customer expectations, and aligning organization actions to meet customer needs.

They also co-create their organization's strategic response to business conditions and customer expectations by helping frame and make strategic and organization choices.

HR Innovator and Integrator

Effective HR professionals integrate innovative HR practices into unified solutions to business problems. To do so, they must know latest insights on key HR practice areas related to talent sourcing, talent development, performance management, work and organization design, and leadership brand.

They must also be able to turn these unique HR practice areas into integrated solutions that match business requirements.

Change Champion

HR Professionals need to make an organization's internal capacity for change match the external pace of change. As Change Champions, HR Professionals help make change happen at institutional (changing patterns), initiative (making things happen), and individual (enabling personal change) levels. To make change happen at these three levels, HR Professionals play two critical roles in the change process.

Initiating change means that HR Professionals build a case for why change matters, overcome resistance to change, engage key stakeholders in the process of change, and articulate the decisions to start change.

By sustaining change, HR Professionals institutionalize change through the organizational resources, organization structure, communication, and continual learning.

As change champions, HR Professionals partner to create organizations that are agile, flexible, responsive, and able to make transformation happen.

Technology Proponent

In recent years, technology has changed the way in which HR people think and do their work. At a basic level, HR professionals need to use technology to more efficiently deliver HR administrative systems like benefits, payroll processing, healthcare costs, and other administrative services.

In addition, HR professionals need to use technology to help people stay connected with each other. This means that technology can be used to improve communications, to do administrative work more efficiently, and to connect inside employees to outside customers.

An emerging technology trend, is using technology as a relationship building tool through social media. Leveraging social media enables the business to position itself for future growth.

HR Professionals who understand technology will create improved organizational identity outside the company and improve social relationships inside the company. As technology exponents HR Professionals have to access, advocate, analyze and align technology for information, efficiency, and relationships.

Capability Builder

An effective HR professional creates an effective and strong organization. Organization is not structure or process; it is a distinct set of capabilities. Capability represents what the organization is good at and known for.

HR professionals should be able to audit and invest in the creation of organizational capabilities. These capabilities outlast the behavior or performance of any individual manager or system. Capabilities have been referred to as a company's culture, process, or identity.

HR Professionals should make sure that line managers recognize the importance of an organization's capabilities in sustaining an organization's success.

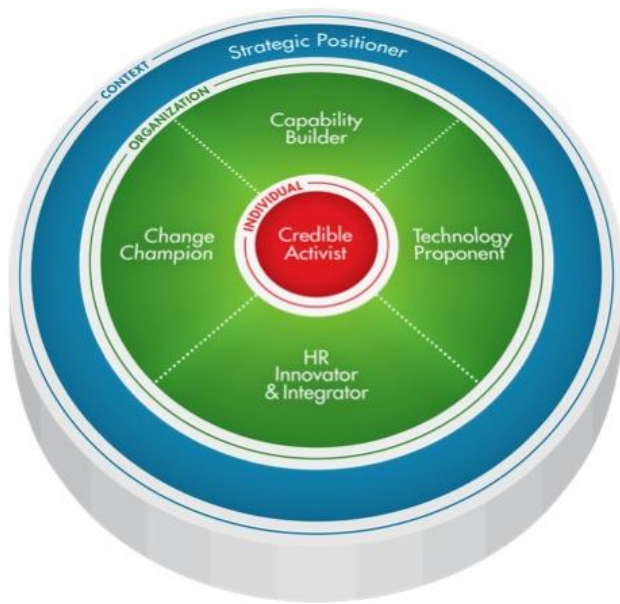
HR professionals should facilitate capability audits to determine the identity of the organizations. One of the emerging capabilities of successful organizations is to create an organization where employees find meaning and purpose at work. HR professionals can help line managers create meaning so that the capability of the organization reflects the deeper values of the employees.

Credible Activist

Business leaders build personal relationships with HR professionals. Effective HR professionals are credible activist. Credibility comes with HR professionals do what they promise, build personal relationships of trust, and can be relied on. Being a trust advisor helps HR professionals have positive personal relationships.

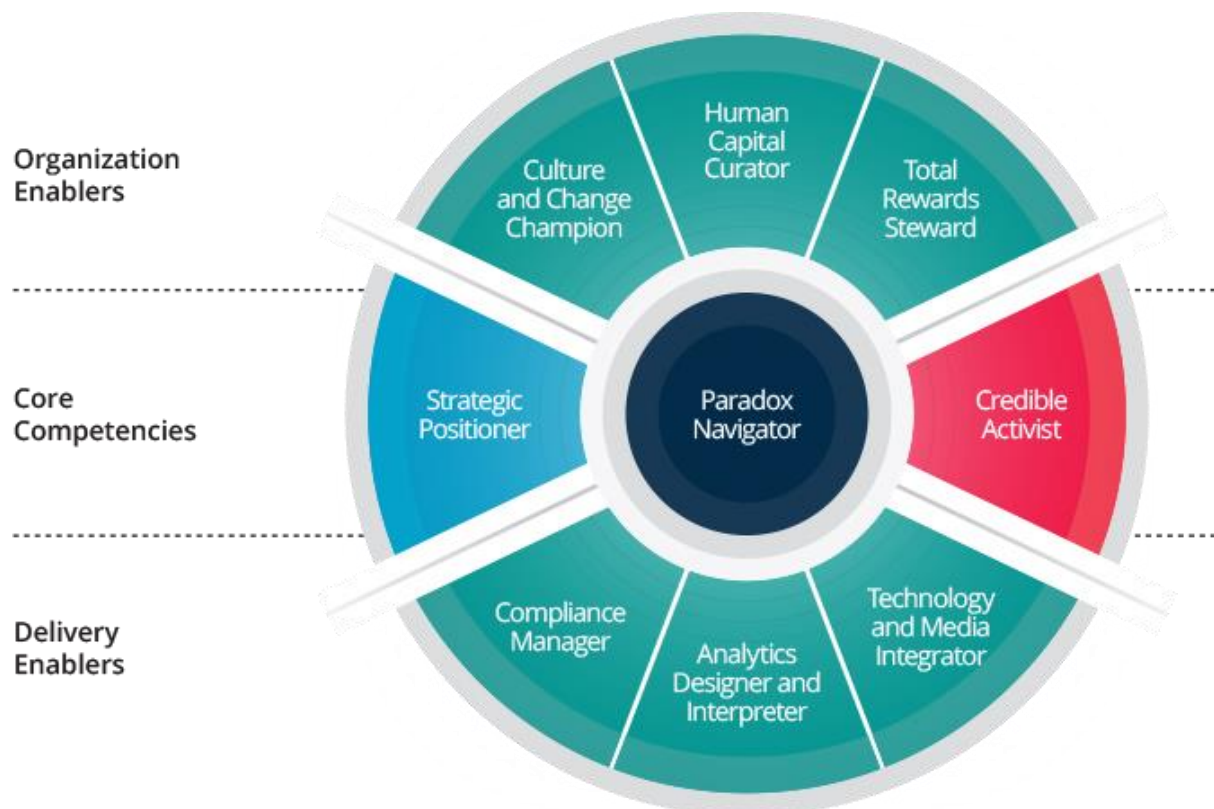
As an activist, HR professionals have a point of view, not only about HR activities, but about business demands. As activists, HR professionals learn how to influence others in a positive way. Some have called this HR with an attitude.

HR professionals who are credible but not activists are admired, but do not have much impact. Those who are activists but not credible may have good ideas, but not much attention will be given to them. To be credible activists, HR professionals need to be self aware and committed to building their profession.



Extracted from <http://rbl.net/index.php/hrcs/index/overview>, accessed 2014.

HRCS Round 7 - Creating HR Value from the Outside-In



HR Competency Model, Round 7 (extracted from <http://hrcs.rbl.net/>, accessed Feb. 2018)

HR professionals who help the organization effectively translate strategy into action must first be competent **strategic positioners** - i.e., they must have and apply knowledge of business context and strategy. HR professionals who are strategic positioners are able to accurately set the agenda for action within the organization by helping people point in the right direction.

HR professionals must also be **credible activists** - i.e., they must have relationships of trust and influence with key people within the organization. Credible activists are able to get people moving in the required direction. Thus, strategic positioners set the direction and credible activists actually get people moving in that direction. Both of these competencies are critical for driving performance.

Paradox navigator - i.e., the ability to navigate the many embedded tensions in business operations (e.g. long term vs. short term focus, centralized vs. decentralized operations, internal vs. external focus, etc.). HR professionals are constantly wrestling with embedded tensions that must be resolved in some circumstances and cultivated in other circumstances in order to help the business move forward. Wisely navigating these many embedded tensions becomes one of the central challenges for modern HR professionals.

There are also six HR enablers - competencies that enable the translation of business strategy into individual action:

Three of these enablers focus on building a strategic organization: (1) **Culture and change champion**: Able to make change happen and to weave change initiatives into culture change. (2) **Human capital curator**: Able to manage the flow of talent by developing people and leaders, driving individual performance, and building technical talent. (3) **Total reward steward**: Able to manage employee well-being through financial and non-financial rewards.

The other three enablers focus on tactical delivery. (4) **Technology and media integrator**: Able to use technology and social media to create and drive high-performing organizations. (5) **Analytics designer and interpreter**: Able to use analytics to improve decision making. (6) **Compliance manager**: Able to manage the processes related to compliance by following regulatory guidelines.

Some competencies seem more critical for certain stakeholders. Creating value for internal stakeholders, such as line managers and employees, requires being a credible activist. Creating value for external stakeholders such as investors and external customers, however, requires being a strategic positioner.

(Extracted from HRCS Round 7 Report, www.hrcs.rbl.net, accessed Feb. 2018)