# Your Assessment Results

**Alan Gauci | 13-10-2022**

## ☰ T-Shaped Dimension Overview

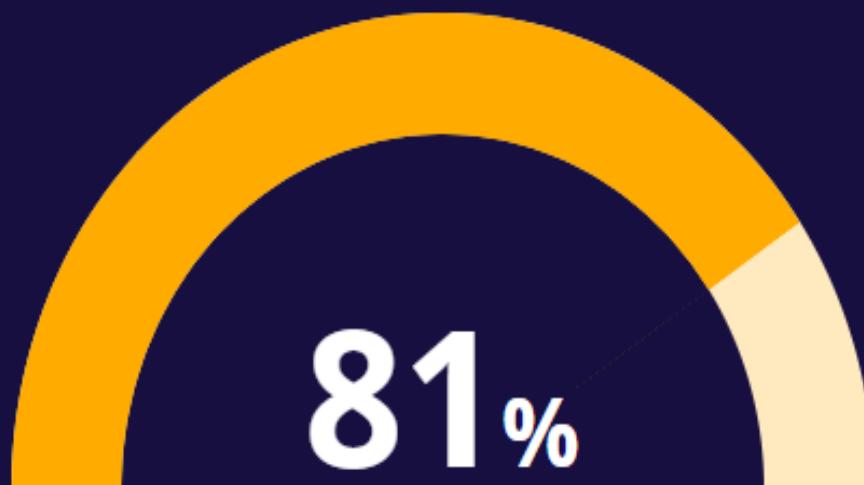✔ **BUSINESS ACUMEN**

✔ **DATA LITERACY**

✔ **DIGITAL DEXTERITY**

✔ **PEOPLE ADVOCACY**

ⓘ **SPECIALIZATION**

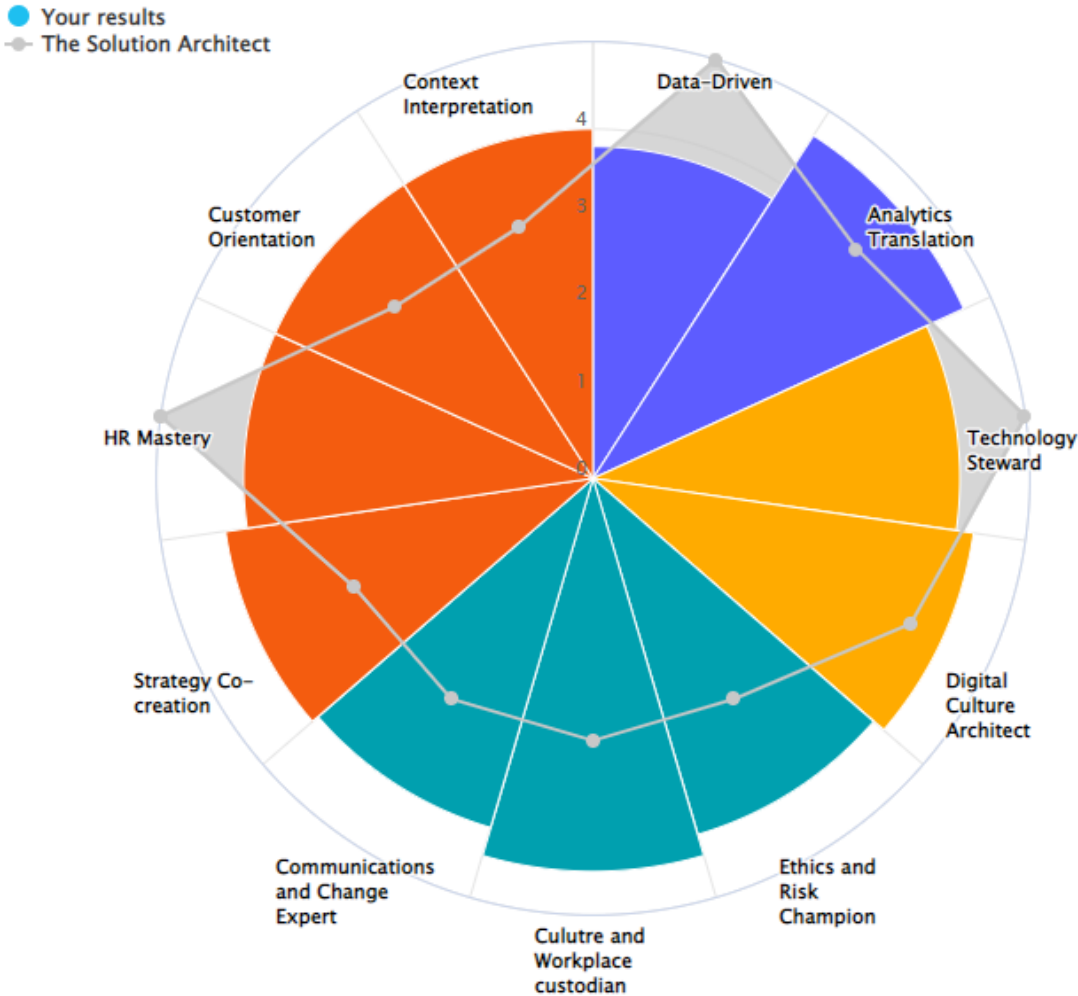**View detailed scores per dimension >>**

## 81%

### You have a full HR skill set 🎉 <

Based on your assessments scores, you match all the essential skills that a modern HR practitioner needs to succeed.

**How do I compare to others? >>**

# Your HR Profile

● Your results
○— The Solution Architect



Context Interpretation
Data-Driven
Analytics Translation
Technology Steward
Digital Culture Architect
Ethics and Risk Champion
Culutre and Workplace custodian
Communications and Change Expert
Strategy Co-creation
HR Mastery
Customer Orientation

4
3
2
1
0

## Solution Architect ▾

**85%** PROFILE MATCH
Your closest match

The solution architect is an expert in HR practices. They design, operationalize, and implement HR in the business. They keep up to date with HR trends and are seen as an expert in one or more HR specializations.
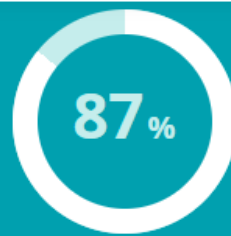
### Roles the Solution Architect excels at

-HR consultants

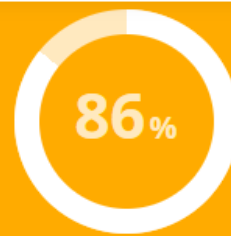-HR business partners

-HR managers

-HR officers
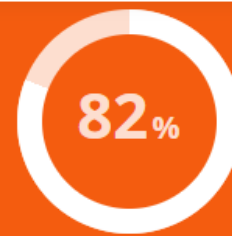
Learn more about the "Solution Architect" profile >>

**85%**

**DATA LITERACY**

**87%**

**PEOPLE ADVOCACY**

**86%**

**DIGITAL DEXTERITY**

**82%**
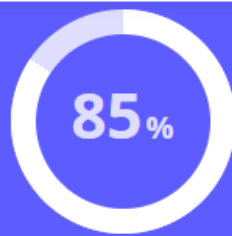
**BUSINESS ACUMEN**

❌ **DATA-DRIVEN** ▲                                                      76%

Data-driven is the ability to read, apply, and interpret data, metrics, and KPIs. Data-driven HR professionals look for multiple sources of data to make informed decisions in their day-to-day work.

✓ **ANALYTICS TRANSLATION** ▲                                            93%

Analytics translation is the ability to translate data into meaningful and impactful stories to enable change. Effective translators implement people analytics and create impact through data-driven decision-making.

## What does this score mean?

A high score in data literacy means that reading and interpreting data from dashboards and reports comes naturally to you. You use multiple data sources to make decisions, recognize trends in data, and are able to measure progress by setting measurable performance indicators.

You are able to support business stakeholders with data-driven advice. You own the data in your domain and leverage it in your contact with peers and business leaders. As a leader, you can show your data proficiency and be an inspiration for building a more data-driven culture. Your understanding of data enables you to move conversations to a more strategic level.

**Benchmark**

You score higher than 75% of other HR Professionals on this competency.
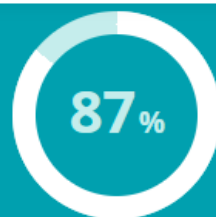
**Related training programs:**

- HR Metrics & Dashboarding | HR Certificate Program

BROWSE COURSE

**85**%

**DATA LITERACY**

**87**%

**PEOPLE ADVOCACY**

**86**%

**DIGITAL DEXTERITY**

**82**%
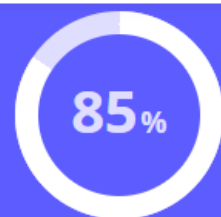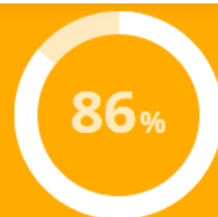
**BUSINESS ACUMEN**

✓ ETHICS AND RISK CHAMPION ▲                    85%

The ability to ensure ethical conduct, mitigate people risk, and leverages HR for the good of communities and society.

✓ CULTURE AND WORKPLACE CUSTODIAN ▲                    90%
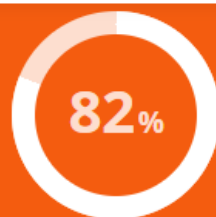
The ability to shape an inclusive and purpose-driven organizational culture aligned to values where all employees can belong.

✓ COMMUNICATIONS AND CHANGE EXPERT ▲                    83%

The ability to facilitate across all levels of the organization and builds the required resilience, structures, and processes for change to occur.

**Benchmark**

You score higher than 76% of other HR Professionals on this competency.

**Related training programs:**

- HR Business Partner 2.0 | Certificate Program

BROWSE COURSE

## What does this score mean?

You score high on people advocacy. This means you leverage your skills in communication to realize change and effectively implement people policies aimed to limit risks and leverage HR to create a better employee experience.

You are an expert in shaping culture and aligning this culture with the organizational vision. You are conscious of how to create a more inclusive and value-driven workplace where all employees can belong and you implement this effectively.

You are an effective communicator, drive change purposefully, mitigate people risks, and champion ethics and sustainability in the organization.

**85%**

**DATA LITERACY**

**87%**

**PEOPLE ADVOCACY**

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**DIGITAL DEXTERITY**

**82%**

**BUSINESS ACUMEN**
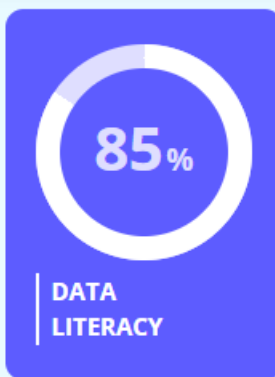
✓ **TECHNOLOGY STEWARD** ▲                                    84%

A technology steward knows how to leverage HR technology to do their job and stay up to date on technological developments. They also recognize opportunities to leverage HR technology to realize the HR strategy.

✓ **DIGITAL CULTURE ARCHITECT** ▲                            88%

The digital culture architect integrates culture with technology. They support the digital agenda by helping drive, adopt, and mature digital HR processes.

## What does this score mean?

You are a digital leader in your organization. You have a good understanding of technology trends, how they impact your organization, and how they can be leveraged to create a better employee experience. You know that your HR service delivery highly depends on digital services and you constantly spot ways to improve them. You are a digital native and you are an example for others.

**Benchmark**

You score higher than 78% of other HR Professionals on this competency.

**Related training programs:**

- Digital HR | Certificate Program

BROWSE COURSE

## 85% DATA LITERACY

## 87% PEOPLE ADVOCACY

## 86% DIGITAL DEXTERITY

## 82% BUSINESS ACUMEN

✓ **STRATEGY CO-CREATION** ▲                    85%

Strategy co-creation is the ability to think strategically and leverages sources of competitive advantage to drive business results. Strategic co-creators also align HR activities to create synergies and boost the business.

✓ **HR MASTERY** ▲                              80%

HR mastery is the ability to apply knowledge of HR expertise to create impact and build trust as a credible, trusted HR practitioner.

✓ **CUSTOMER ORIENTATION** ▲                    80%

Customer orientation is the understanding of internal and external customers that helps to align HR strategy, practices, and policies to optimize delivered value.

✓ **CONTEXT INTERPRETATION** ▲                  80%

Context interpretation is the ability to identify, interpret, and translate external trends that will impact the business, both from an HR and commercial perspective.

## What does this score mean?

A high score on business acumen means that you have a deep understanding of the business reality of your organization. You are aware of the trends that impact the business, deeply understand the organization's end-customers, and are in a position to lead the business conversation.

With a high level of business acumen, you understand the broader business context, are able to provide tangible and strategic advice to business stakeholders, and you are able to leverage all the tools available in HR to provide value to the business. Because of this, you are an effective and strategic HR professional who is respected by their business counterparts, and who helps the organization forward.

**Benchmark**

You score higher than 58% of other HR Professionals on this competency.

**Related training programs:**

- Organizational Development | Certificate Program

BROWSE COURSE

# You score above average!

**Your assessment results rank at the 73th percentile compared to 20,000+ other HR Professionals. This means that 730 out of every 1000 HR professionals score lower than you.**

Keep in mind that this is a self-reported assessment. Scores depent on participants' own perception and might therefor not be fully comparable.

**73% percentile**

**Breadth: Core HR Competencies**

**Depth: Functional HR Competencies**
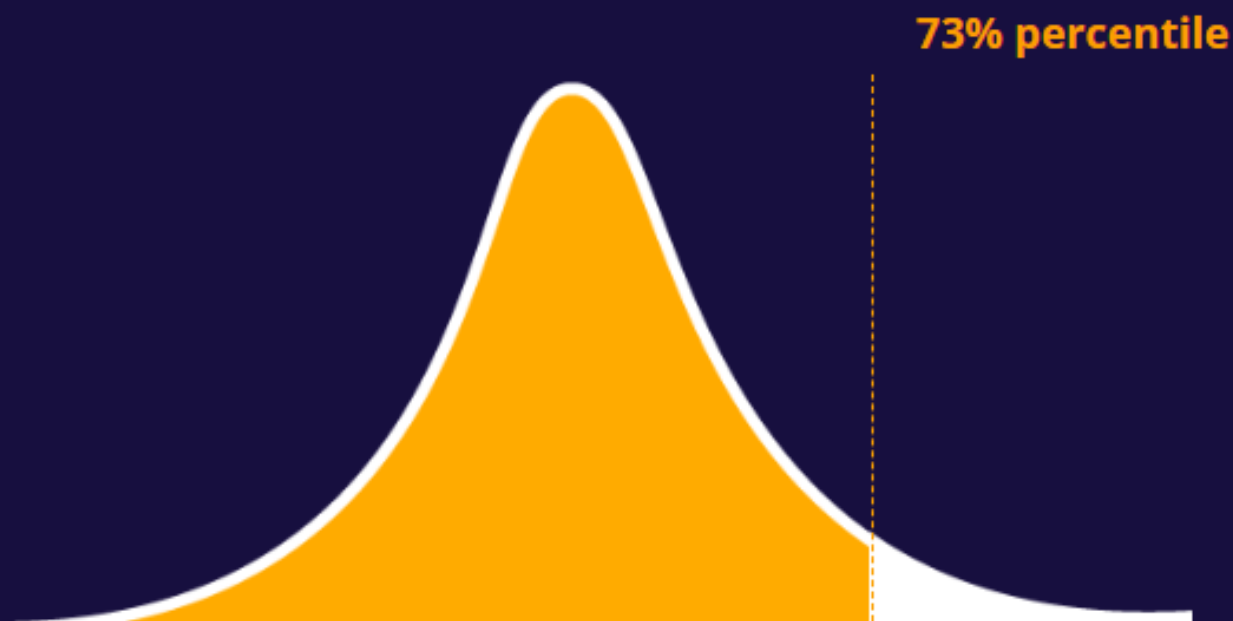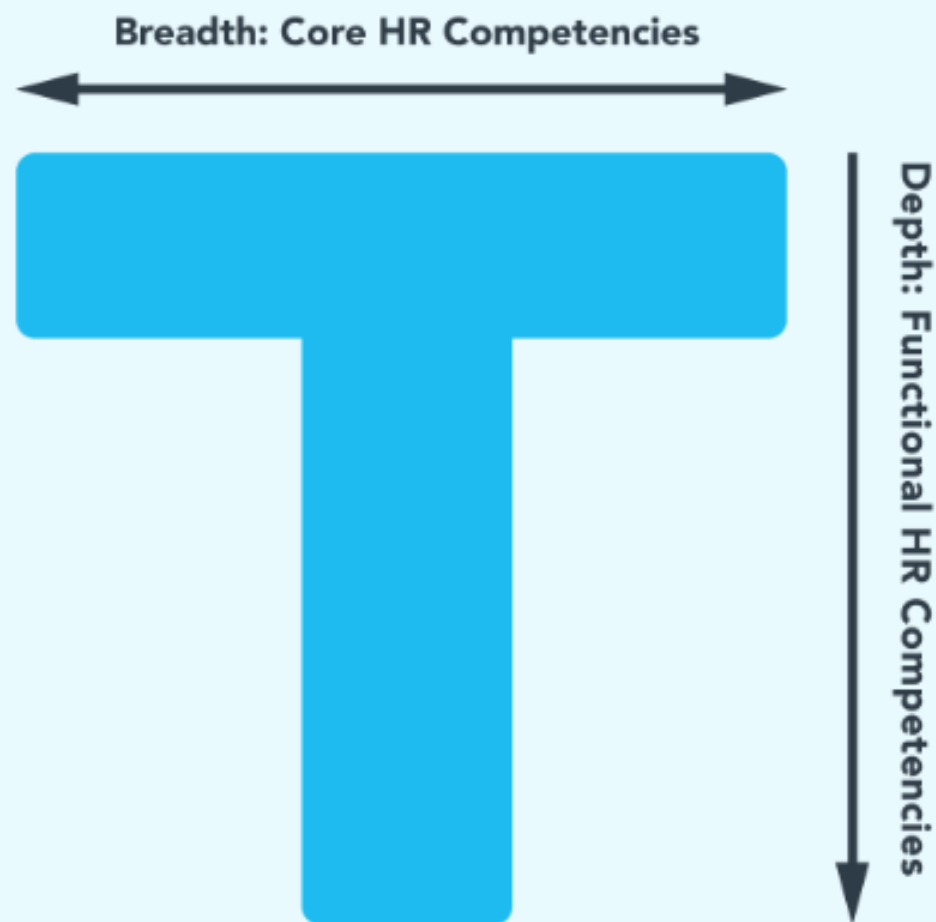
# What are T-Shaped HR Professionals?

T-Shaped HR Professionals (TSP) are the ultimate all-rounders in HR.

By combining the scope of an HR generalist with the benefits of a specialist, they have a thorough business understanding, make data-driven decisions, and are highly effective problem solvers.

As a result, HR professionals with a T-Shaped competency profile are able to navigate cross-functional challenges with ease and are an excellent fit for leadership positions.

Learn more about the HR 2025 Competency Framework >>

# Strengths & Weaknesses

HR roles are grouped in four different persona profiles. Your closest match is the "Advisor" profile. Browse the details below to learn more about this profile and it's different strengths and weaknessess.

| Advisor ▲ | Strategist ▼ | Service Champion ▼ | Solution Architect ▼ |

**76%** PROFILE MATCH

Advisors work in the business environment and spent most of their time with business stakeholders. They translate business needs into HR solutions, speak the language of the business, and ensure that HR priorities are relevant, aligned, and create business impact.

**+ Roles the Advisor excels at**

**+ Strengths**

**+ Weaknesses**

**+ Critical Competencies and Skills include:**

## Advisor

**76%** PROFILE MATCH

### — Roles the Advisor excels at

Advisors excel in roles in which they are able to give the business credible advice on people policies to create business impact.

Example roles include HR consultants, HR business partners, HR managers, and HR officers.
Because of their superior understanding of the business, the advisor liaises HR with business priorities and play a key role in communicating business needs to strategists and solution architects.

### — Strengths

Strong interpersonal skills that allow them to build relationships quickly, influence and negotiate effectively and gain the trust of their stakeholders

Good breadth of HR knowledge across the employee lifecycle and value chain that allows them to align business challenges to HR solutions

Ability to analyze complex information from various sources and translate it into simple and actionable recommendations for business

### — Weaknesses

This profile can at times try to be everything to everyone and in fear of damaging the relationship they have with stakeholders, end up not setting boundaries and saying no to stakeholder requests

Given the multitude of priorities that this persona needs to balance, they can become overwhelmed and instead of doing a few things well, they end up being spread too thin and not focusing on areas of real impact

As they grow in their career, this persona can at times struggle to delegate to others – they want to be involved everywhere, all of the time and this limits their ability to focus on where they can make the biggest contribution

This persona suffers from "busyness" and will sacrifice their own development as they think they do not have the time to learn – this could lead to stagnation and a lack of being able to provide contextually relevant advice

### — Critical Competencies and Skills include:

**T-Shaped Competencies:**

Context Interpretation

HR Mastery

Analytics Translation

Culture & Workplace Champion

**General Skills:**

Strategy Formulation

HR Advisory

Workplace Optimization

# Strengths & Weaknesses

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| Advisor ▼ | Strategist ▲ | Service Champion ▼ | Solution Architect ▼ |
|---|---|---|---|

**80%** PROFILE MATCH

Strategists set the HR strategy for the organization. They spent their time co-creating strategy with business leaders, translating business strategy into a people strategy, and translating business needs into HR solutions.

**+ Roles the Strategist excels at**

**+ Strengths**

**+ Weaknesses**

**+ Critical Competencies and Skills include:**

**Strategist** ▼

## – Roles the Strategist excels at

The strategist excels when they are in roles in which they are in a position to change the people strategy.

Example roles include CHRO, global HR business partner, chief learning officer, head of organizational development or organizational effectiveness, rewards executive, shared services manager, divisional HR head, or people analytics head.

The strategists are the movers and shakers who set the organization's people strategy and ensure that the strategy is executed.

## – Strengths

Ability to influence at a strategic level whilst balancing the needs of society, business, and employees

Navigating organizational dynamics and bringing people together around a common vision, purpose and values through masterful storytelling

Remaining calm and collected when dealing with difficult situations and ensuring that fair and transparent processes are followed that builds the credibility of HR

Demonstrates in-depth self awareness in terms of their own behavior and how to influence the behaviors of others

## – Weaknesses

If not careful, the strategist can become too diplomatic in an attempt to show the value of HR that they end of diluting and compromising HR priorities

The strategist falls into the trap that they believe they need to have all the answers and could, if not careful, ignore the advice and input of others in their decision-making process

The strategist can often experience feelings of being overwhelmed and needs to be clear on where they need to protect and spend their time

They can believe that they "already know" and at times are not that open to new ways of doing things as they believe that they know best

## – Critical Competencies and Skills include:

**T-Shaped Competencies:**

Strategy Co-creation

Ethics and Risk Custodian

Comms and Change Navigator

Analytics Translation

Culture & Workplace Champion

**General Skills:**

Business Transformation

Networking

Business Strategy Development

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| Advisor ▼ | Strategist ▼ | Service Champion ▲ | Solution Architect ▼ |

**76%** PROFILE MATCH

The service champion provides efficient HR services that create an engaging and meaningful employee experience. They help to drive operational excellence across multiple HR touchpoints.

+ **Roles the Service Champion excels at**

+ **Strengths**

+ **Weaknesses**

+ **Critical Competencies and Skills include:**

## Service Champion ▲

### – Roles the Service Champion excels at

The service champion ensures operational excellence on a wide variety of HR topics.

They excel as an HR or payroll administrator, HR project manager, HR scrum manager, benefits admin, HR officer, HR service representative, employee service consultant, HR generalist (in larger organizations), HR assistant, HR associate.

### – Strengths

Delivering an efficient and reliable service that consistently delights the client

Optimizing and leveraging processes and technology to execute and using data to drive continuous improvement

Bringing down operational costs through standardization of services

Builders of institutional knowledge by documenting procedures to enable continuity

### – Weaknesses

At times, they are so focused on the task at hand, that they forget about the bigger picture and can make decisions that benefits the short-term but is not beneficial for the longer term

They can get stuck in the details and become so rigid that they forget that there is a real human being on the other side of sensitive processes such as retirement, dismissals, and disputes

This persona tends not to be too open to change, as they prefer consistency and predictability as opposed to constantly changing procedures and systems

### – Critical Competencies and Skills include:

**T-Shaped Competencies:**

Customer-focused

Data-driven

Analytics Translation

**General Skills:**

Data collection and preparation

HR Systems Management

HR Service Quality Management

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Your closest match

The solution architect is an expert in HR practices. They design, operationalize, and implement HR in the business. They keep up to date with HR trends and are seen as an expert in one or more HR specializations.

**+ Roles the Solution Architect excels at**

**+ Strengths & Weaknesses of the Solution Architect**

**+ Weaknesses**

**+ Critical Competencies and Skills include:**

## Solution Architect ▲

### – Roles the Solution Architect excels at

The solution architect designs high-quality HR solutions to business problems.

Example roles include talent researcher, L&D/OD/OE admin, L&D/OD/OE consultant or L&D/OD/OE specialist, HR data scientist, rewards advisor, HR automation specialist, HRIS manager, business analyst, recruitment consultant, C&B specialist, HR digital solution manager or ER specialist.

Because they are able to 'own' their own domain, they often work in a center of expertise or play an expert role in a team.

### – Strengths & Weaknesses of the Solution Architect

Translating external trends and information into practical solutions applicable to the context of the organization

Leveraging technology to build solutions that can scale and make HR services accessible to more employees

Diagnosing the root cause of issues and working with data to find the appropriate solution

Robust cross-functional knowledge of HR practice and can speak with authority regarding their area of expertise

### – Weaknesses

This persona has a tendency to be too theoretical and philosophical and can forget that the solutions they build, need to be used in a real-world practical context

This persona at times strives to be too perfectionistic at the expense of speed and can at times be slow to execute

If not careful, this persona can become so specialized in one area that they are unable to see other options and opportunities and neglect to listen and be open to other solutions to address root cause challenges

### – Critical Competencies and Skills include:

**T-Shaped Competencies:**

HR Mastery

Data-driven

Technology Steward

Digital Culture Architect

**General Skills:**

HR Digitalization

Employee Experience

Specialist Domains