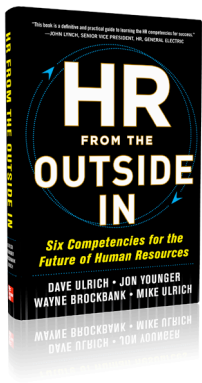


HR

FROM THE

OUTSIDE

IN



TOOL 9.4



HR Competency Development Priorities

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[9.4] HR COMPETENCY DEVELOPMENT PRIORITIES

Directions:

Fill out the HR Competency Development Priorities according to what you think would work best in your organization. Refer to the following pages to get a clearer look at what each competency domain should cover.

Competency Domain	Requirement in Current Role	Future Role	Priority for Improvement
Strategic Positioner			
Credible Activity			
Capability Builder			
Change Champion			
HR Innovator & Integrator			
Technology Proponent			

Strategic Positioner

Interpreting global business context

Know and Do:

- Identify the global business requirements and implications for your organization.
- Grasp the external political environment.
- Be able to clarify social issues that may impact your industry and company.

Development Ideas:

- Prepare a three-page memo on the context of the industry and culture in which your business primarily operates. Take into account all stakeholders: investors, customers, communities, regulators, partners, employees, and line managers.
- Prepare a presentation on the demographic trends that will affect how your department crafts HR practices within your business.
- Interview an investment analyst who is a specialist in your company's industry about the factors that constitute wealth creation in your industry.

Decoding customer expectations

Know and Do:

- Segment customers into target groups.
- Know the requirements and expectations of key customers.
- Facilitate dissemination of customer information.

Development Ideas:

- Conduct a study that includes a value chain analysis of your major customers. Include a definition of who the customers are. What are their buying criteria? Who do they currently buy from? Where are you strongest and weakest versus key competitors?
- Serve on a cross-functional team whose task is to identify customers' buying habits and recommend steps to improve market share.
- Spend time with customers and customers' customers. If this is not possible, spend time with sales and marketing staff, review customer feedback, and sit in regularly on call center calls to develop an informed view of what customers are thinking and concerned about.

Co-crafting a strategic agenda

Know and Do:

- Know how your company creates wealth.
- Define the key wealth creating positions within the company.
- Help establish the business strategy.

Development Ideas:

- Lead a discussion with a diagonal cross-section of informed people in your company on the topic wealth creation activities. Determine what percentage of your employees creates 90% of the wealth and what they do.
- Conduct an industry analysis that includes a detailed plan for increasing the performance of your company relative to the competition.
- Work on a future scenario-building team whose task it is to develop a vision for the future of your company and the industry within which you compete.

Credible Activist

Earning trust through results

Know and Do:

- Be able to set clear goals and expectations.
- Focus on meeting pre-negotiated or pre-stated commitments.
- Strive to be error free.

Development Ideas:

- Carefully manage your commitments. Your desire to be helpful can lead to the inability to say “no,” which results in taking on more than you can deliver, which in turn creates the perception that you don’t follow through on commitments.
- Admit your mistakes and take personal responsibility.
- Create HR measures that track both the output of HR and the means of generating the output. Also, create predictive measures that show cause and effect relationships.

Influencing and relating to others

Know and Do:

- Take appropriate risks, both personally and for the organization.
- Provide candid observations, particularly with data.
- Practice “HR with an attitude” by taking positions, anticipating problems, and offering solutions.

Development Ideas:

- Honestly evaluate your willingness to express opinions and ideas in staff meetings in or other forums. If you have a tendency to be quiet or hesitant in these meetings, make a goal to remedy the situation. Commit to making at least one business-related comment in each meeting.
- Find something that is within your power to fix and fix it. Don’t let your actions or inactions be subject to co-worker approval.
- Build personal and professional relationships with those outside the HR function.

Improving through self-awareness

Know and Do:

- Be aware of your personal strengths and weaknesses.
- Know your predispositions and be willing to experiment with new behavior.
- Use your strengths to strengthen others.

Development Ideas:

- Elicit feedback from colleagues on your interpersonal skills. Act on the feedback. Don’t be defensive. Translate the feedback into simple and focused action.
- Avoid using the word “I” for an entire day.
- Practice nonjudgmental empathizing with family members or close friends.

Shaping the HR profession

Know and Do:

- Participate in local, regional, and/or country HR associations.
- Know the standards for certification in your field.
- Become technically competent in your area of expertise.

Development Ideas:

- Be willing to question the standard way of doing things in HR. Think of ways in which you can create positive change in your organization. Watch these TED talks on creativity for inspiration: http://www.ted.com/talks/ken_robinson_says_schools_kill_creativity.html.
- Volunteer to co-host a best practice or community HR forum.
- Prepare a presentation for an HR professional audience.

Capability Builder

Capitalizing organizational capability

Know and Do:

- Define your organization as a set of capabilities.
- Audit your organization or department's capabilities through interviews and/or surveys.
- Prioritize and measure targeted capabilities.

Development Ideas:

- Prepare a report on the organizational capabilities of different competitors in your industry.
- Do a content analysis of your leaders' talks to identify how they talk about organizational capabilities.
- Work with those who prepare the annual report to weave organizational capabilities into the texts.

Aligning strategy, capability, and employee behavior

Know and Do:

- Define culture as patterns, not events and from the outside/in (the identity of the firm in the mind of the key stakeholders).
- Audit your organization's culture and make sure it aligns with your strategy and stakeholders.
- Audit and align management practices to drive and sustain your organization's culture.

Development Ideas:

- Collect stories of behavior that models the desired culture. Share these stories in conversations, presentations, newsletters, etc.

- Audit key management practices (budgeting, performance management, communication, meetings, etc.) for alignment with the culture. Are certain practices unintentionally sending the wrong symbolic messages about what you value as a company?
- Conduct a cultural audit alone or with an HR or management team. Identify the cultural characteristics that your business must have to meet the needs of stakeholders and advance your business strategy. Identify the gaps between what is and what should be.

Creating a meaningful work environment

Know and Do:

- Help identify what gives employees meaning and purpose in your organization.
- Go beyond commitment or engagement surveys to probe for meaning and purpose.
- Help shape an employee value proposition that highlights how employees can be motivated by what matters to them.

Development Ideas:

- Coach leaders to become meaning makers by helping them see the impact of meaning to employee productivity.
- Identify the negative elements of your work environment and talk about them in a staff meeting.
- In one-on-one interactions with co-workers, help them see the purpose and meaning in their work.

Change Champion

Initiating change

Know and Do:

- Help individuals recognize and build a process for change.
- Build a disciplined process for turning what we know into what we do.
- Understand how to make things happen.

Development Ideas:

- Design a change process that will lead to an important shift in your organization's culture and will better align with the expectations of external customers.
- Evaluate your work processes and HR practices and consider the signals they send about the experience you are trying to create for key customers.
- Gather information from internal and/or external sources regarding the future of your business. Does your current culture support future success? If not, what needs to change? How will you change it?

Sustaining change

Know and Do:

- Learn how to engage others in the process of change.
- Break larger changes into simple first steps.
- Make sure that desired changes show up in behaviors, HR processes, and metrics.

Development Ideas:

- Look at change initiatives in your company that did not last. Figure out why they did not. Prepare a summary report for HR and leadership teams.
- Interview former employees about the barriers they see to sustained change.
- Do a "virus detector" on your organization or work unit.

HR Innovator & Integrator

Optimizing human capital through workforce planning and analytics

Know and Do:

- Define the technical and social competencies required for the workforce of the future.
- Create an employee value proposition that engages and commits employees.
- Build a sense of contribution for employees.

Development Ideas:

- Practice translating general cultural attributes into specific behaviors. For instance, if someone were flexible, cost conscious, team-focused, creative, or disciplined, what specific and observable behaviors would he or she exhibit?
- Be involved in college recruitment with a team of experienced recruiters. Start with a statement of what technical and cultural skills you expect.
- Work in a volunteer position within an association that requires you to evaluate members for promotions.

Developing talent

Know and Do:

- Identify future skills required for employees to succeed.
- Build individual development plans to help employees learn which include training, work experience, coaching, and life experience.
- Create organization-wide employee development systems that link performance reviews, development, and career planning.

Development Ideas:

- Create inventories of key developmental jobs and experiences. Identify what the incumbents learn from these experiences, and how such learning prepares them for greater contribution and leadership.
- Work with managers to create simple, realistic lists of potential successors to key jobs and roles.
- Pay attention to the development of core technical people, not just future executives.

Shaping organization and communication practices

Know and Do:

- Help define and clarify the roles, responsibilities and rules of the successful organization.
- Identify and improve on work processes.
- Create workforce policies that help sustain the organization.

Development Ideas:

- Work with a department to create a more effective work process design.
- Coach a manager on the design and delivery of a key presentation. Teach basic techniques, critique, and offer feedback. Volunteer to take the lead in designing the communication strategy for an upcoming organizational change, such as the implementation of a new policy, system or process.
- Engage your work team in identifying and reducing low-value work.

Driving performance

Know and Do:

- Articulate strategy in clear terms that can be measured.
- Design a measurement system that includes individual and organization-level measures and is focused on both behaviors and outcomes.
- Align measures to desired strategies.

Development Ideas:

- Work with a management team to identify behaviors that are critical to your company's performance. Formulate these behaviors into an evaluation process.
- Identify what percentage of employees creates 90% of the wealth. Interview them concerning what they desire in terms of financial and non-financial rewards. Design customized rewards for those individuals.
- Determine what percentage of your reward system is at risk and what percentage is entitled. Determine what might be done to tie your reward system more closely to performance.

Building leadership brand

Know and Do:

- Build a case for why leadership matters in your organization that is tied to clear business results.
- Create a theory of leadership with explicit standards and expectations.
- Assess leaders against the desired standards.

Development Ideas:

- Observe leaders in your company and in your community who are successful. Figure out what things they all do and figure out what things they do that are unique.
- Look at 5 leadership competency models in the literature, in other companies, or from your company. Synthesize the basic, shared requirements of a good leader.
- Examine your organization's media campaign in print, television, radio, or on the Internet. What are the messages you are sharing with customers? Are these messages showing up in your competency model?

Technology Proponent

Improving utility of HR operations

Know and Do:

- Figure out key information your company needs to share to make better decisions.
- Build a communication plan that answers what we share, who receives it, when they receive it, and how they receive it.
- Understand the latest technology trends in your business and HR.

Development Ideas:

- Draw a graphic representation of the flow of major information in your HR department and identify the points at which HR technology might be more effectively utilized.
- Identify how to leverage 360-degree feedback more effectively through online follow-up.
- Determine which critical competencies within HR can be best taught through online technology, which are taught best on the job, and which are best taught in a classroom setting.

Leveraging social media tools

Know and Do:

- Access social media tools (e.g., LinkedIn, Facebook) to source and connect employees.
- Examine your organization's brand in the social media space.
- Assign people to track your organization's social media footprint.

Development Ideas:

- Understand and manage the organization's employee brand through monitoring discussions of what it's like to work at your organization on Facebook, employment websites, etc.
- Explore the use of video games or online worlds (Second Life, etc.) for training.
- Audit your organization's use of social media—who in the organization is using which sites and for what purposes—and identify ways to coordinate and improve the organization's social media footprint.

Connecting people through technology

Know and Do:

- Find ways to create learning communities both inside and outside your company.
- Build web based information systems that enable employees to connect with each other.
- Form bottom-up information sharing processes so leaders can quickly learn how they are doing.

Development Ideas:

- Form a social community through the Internet of people in similar positions outside of your company.
- Audit existing internal information systems and identify current usage, user needs, and opportunities for improvement.
- Identify ways to create a mini online community within the organization (blogs for training cohorts, listservs for technical areas, etc.).

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