

HRCS

# HR Competency 360

*Individual Report for Jane Demo*



The **RBL** Group

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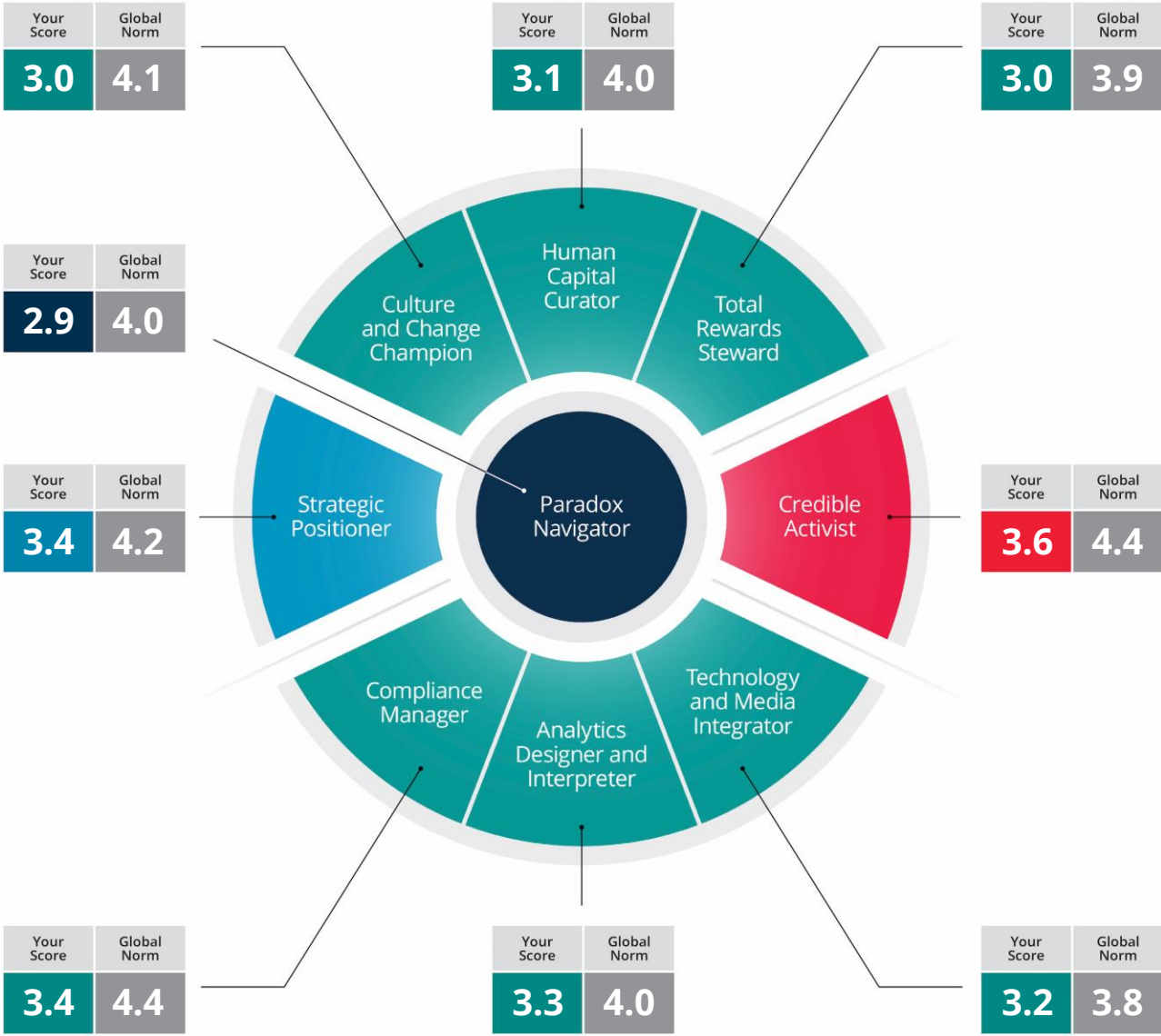
- 5.1 Strategic Positioner
- 5.2 Credible Activist
- 5.3 Paradox Navigator
- 5.4 Culture and Change Champion
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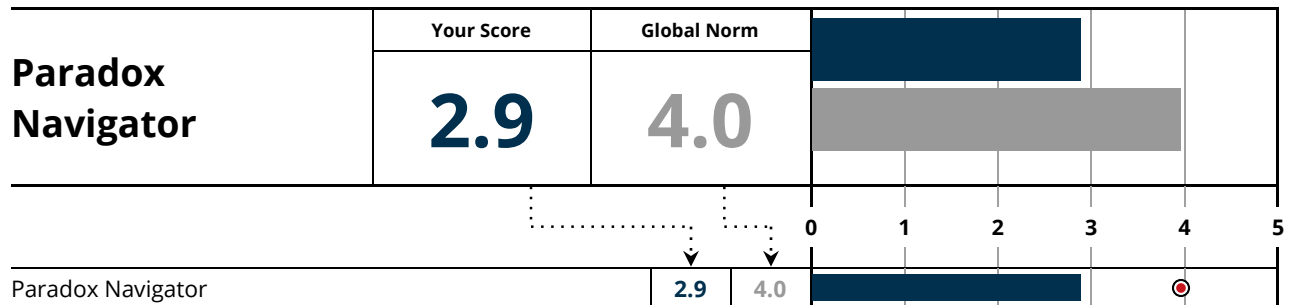
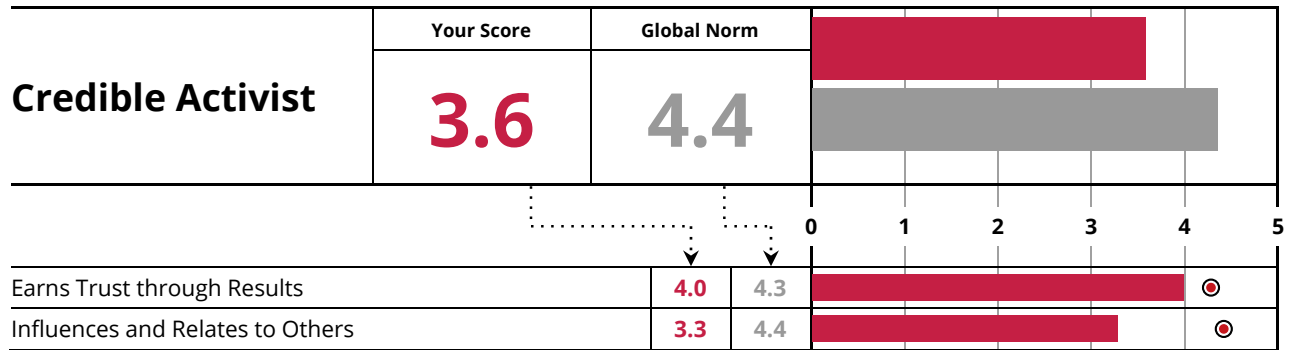
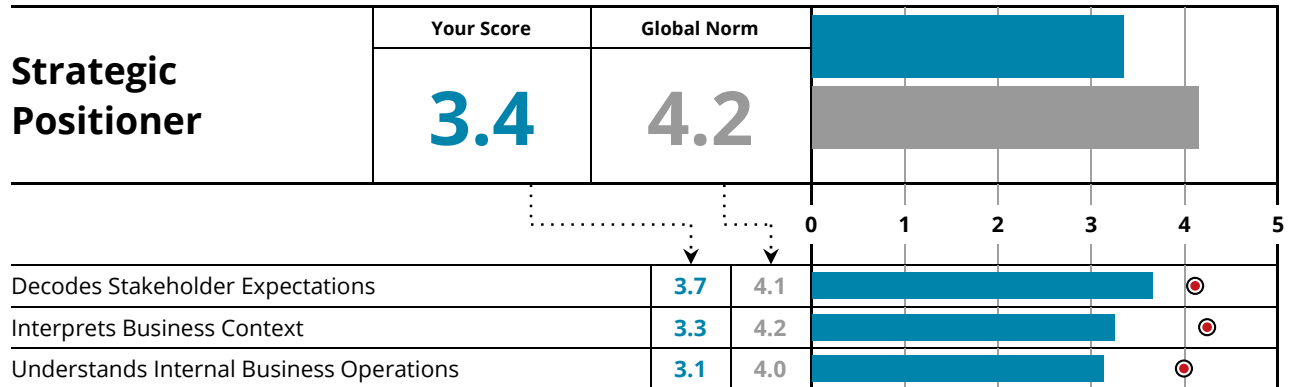
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# 2.1 Your Domain Scores



## 2.2 Your Factor Scores

Global Norm 



# 3.1 Your Strengths and Opportunities

The behaviors listed below were identified as strengths and development needs.

## Consensus Strengths

*(These behaviors were rated **HIGHEST** by your raters and yourself.)*

ITEMS	DOMAIN
Demonstrates personal integrity and ethics	Credible Activist
Has earned trust with key internal stakeholders	Credible Activist
Works effectively with individuals at all levels of your organization	Credible Activist

## Hidden Strengths

*(These behaviors had the greatest **POSITIVE** gap between your raters' score and your score.)*

ITEMS	DOMAIN
Facilitates the design of organizational structure (e.g., roles, responsibilities)	Human Capital Curator
Leverages social media for business purposes	Technology and Media Integrator
Uses data to influence decision making in your organization	Analytics Designer and Interpreter

## Consensus Opportunities

*(These behaviors were rated **LOWEST** by your raters and yourself.)*

ITEMS	DOMAIN
Innovates HR systems based on changing business demands	Culture and Change Champion
Effectively manages the tensions between internal focus on employees and external focus on customers and investors	Paradox Navigator
Identifies the key steps for initiating change	Culture and Change Champion

## Hidden Opportunities

*(These behaviors had the greatest **NEGATIVE** gap between your raters' score and your score.)*

ITEMS	DOMAIN
Understands who makes key decisions in your organization (e.g., people who control important resources)	Strategic Positioner
Is receptive to feedback	Credible Activist
Uses technology to facilitate remote and mobile workforce	Technology and Media Integrator

## 3.2 Most Positive Items

The ten items listed below were identified by your raters as your most **positive** items.

Item	Domain	Self	Your Score	Supervisors	HR Associates	Non-HR Associates	Global Norm
Has earned trust with key internal stakeholders	Credible Activist	4.0	4.3	4.0	4.3	4.3	4.3
Has history of delivering results	Credible Activist	4.0	4.1	5.0	4.0	4.0	4.4
Demonstrates personal integrity and ethics	Credible Activist	5.0	4.1	4.0	4.3	4.0	4.6
Knows how investors value your organization	Strategic Positioner	4.0	4.0	4.0	4.3	3.7	4.0
Aligns organizational brand with customers, shareholders, and employees	Strategic Positioner	3.0	3.9	3.0	4.0	4.0	4.1
Facilitates the design of organizational structure (e.g., roles, responsibilities)	Human Capital Curator	2.0	3.7	4.0	3.7	3.7	4.1
Ensures that HR practices comply with government laws	Compliance Manager	4.0	3.6	4.0	3.7	3.3	4.5
Incorporates new technologies that improve workforce productivity	Technology and Media Integrator	3.0	3.6	4.0	3.3	3.7	3.9
Frames complex ideas in simple and useful ways	Credible Activist	3.0	3.6	4.0	3.7	3.3	4.2
Recognizes local opportunities for your organization's success	Strategic Positioner	3.0	3.4	4.0	3.3	3.3	4.1

## 3.4 Rater Differences

These items listed below had the **largest gaps between rater groups**.

Item #34	Identifies and prioritizes key positions	SUPERVISORS	HR ASSOCIATES	NON-HR ASSOCIATES
		2.0	2.7	4.0

Item #56	Identifies your organization's problems that can be solved with data	SUPERVISORS	HR ASSOCIATES	NON-HR ASSOCIATES
		2.0	4.0	3.3

Item #18	Effectively manages the tensions between top down organizational control and bottom up employee empowerment	SUPERVISORS	HR ASSOCIATES	NON-HR ASSOCIATES
		4.0	2.3	3.7

Item #26	Identifies the key steps for initiating change	SUPERVISORS	HR ASSOCIATES	NON-HR ASSOCIATES
		2.0	2.0	3.7

Item #46	Designs non-monetary reward/recognition systems	SUPERVISORS	HR ASSOCIATES	NON-HR ASSOCIATES
		4.0	3.3	2.3



Each rater group interacts with you in a different setting. These differences allow for unique perspectives on your HR competencies. A large difference in ratings indicates that your item comes across differently to different people. Think about these differences as you put together your individual development plan.

### Additional Differences

There may be additional items where there was significant disagreement among your rater groups. For a full listing of behavior by rater group scores, see Section 5.10.

## 3.6 Role-Specific Analysis

Data from the most recent round of the HRCS identified the top ten critical items where you need to excel in your current role in the organization to be a top performer.

**You indicated your role was in:  
Embedded HR**

Item	Your Score	Global Norm	Top Performers
*Facilitates collaboration across different business functions	3.9	4.2	<b>4.4</b>
Provides developmental programs for technical experts <b>Human Capital Curator</b>	3.0	3.8	<b>4.0</b>
*Identifies important information about internal operations	3.1	4.1	<b>4.4</b>
*Stands up to senior leaders when appropriate	3.3	4.1	<b>4.5</b>
*Brings people together to act on important information	3.7	4.2	<b>4.5</b>
Understands changes in your organization's external environment (e.g., social, technological, economic, political, environmental, demographic, etc.) <b>Strategic Positioner</b>	3.1	4.2	<b>4.5</b>
*Ensures that the right people are positioned to drive change	3.3	4.0	<b>4.4</b>
Differentiates leadership potential from technical expertise <b>Human Capital Curator</b>	2.9	4.0	<b>4.3</b>
Has history of delivering results <b>Credible Activist</b>	4.1	4.4	<b>4.7</b>
Focuses internal organizational actions on creating value for customers <b>Strategic Positioner</b>	3.1	4.2	<b>4.5</b>

\*These items were not included in the factor structure for empirical reasons but they are substantive in relation to your role.



Your score is **above** the global norm



Your score is **below** the global norm