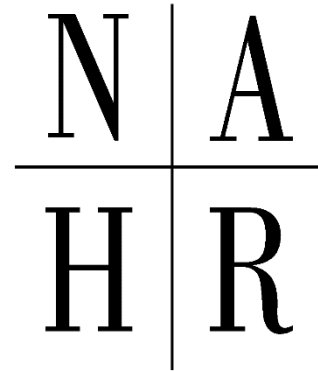




HR Competencies for Impact

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June 14, 2018

The **RBL** Group

Emerging Assumptions for HR

1. HR is not about HR, but the business
2. HR delivers value to *employees, organization, customer, investor, and community*
3. HR delivers value through...
 - Talent: individual competence
 - Leadership: at all levels
 - Organization: organization capabilities
4. The bar has been raised on HR

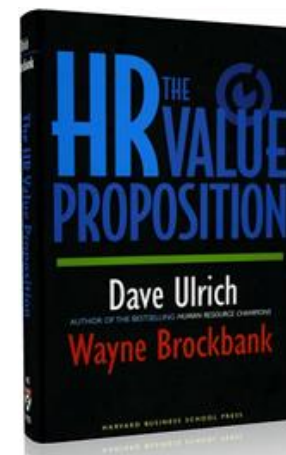
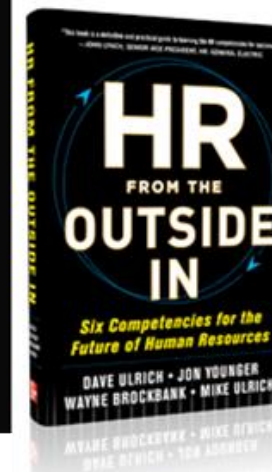
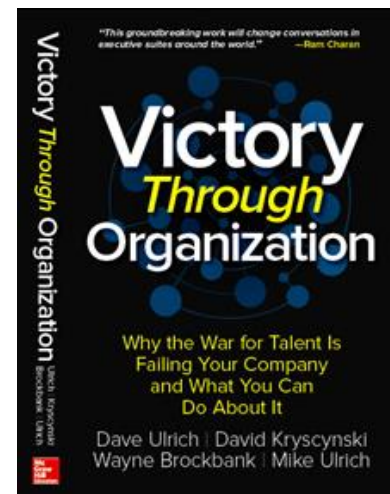
So what are the competencies for HR to have impact?

HR Competencies Round 7 Research team

- Mike Ulrich, Co-Director
- David Kryscynski, Co-Director
- Dave Ulrich, Principal
- Wayne Brockbank, Principal
- Jacqueline Slade, Project Manager



MICHIGAN ROSS
Executive Education



Assumptions of Competency work

Focus on outcomes, not just competencies
(independent and dependent variables)

Avoid self report or single report
(judge myself by my intent; others by my behavior)

Evolve and update
(30 to 40% new every 4 to 5 years)

Be aware of setting
(look at “core” competencies vs. by geography, role, etc.)

HR Competencies Round 7

Thanks to Twenty-Two Regional Partners



Solid Consulting Partners

linking people to results



human
capital
leadership
institute



CEIBS

Alumni Human Resources Research Association
中欧校友人力资源管理研究会



HR
CERTIFICATION
INSTITUTE™



UNIVERSIDAD PANAMERICANA



APFHRM



ASIA PACIFIC FEDERATION OF
HUMAN RESOURCE MANAGEMENT



**LAGOS
BUSINESS
SCHOOL**

PAN-ATLANTIC UNIVERSITY



HR NORGE



העמותה לניהול, פיתוח
וחקר משאבי אנוש
בישראל (ע"ר)



ISE

Business School



AHRI

Australian Human Resources Institute



The Conference Board
of Canada



ProHR
TALENT SOLUTION

Round 7 HR Competencies Overview of Survey Design

**Questions
(Competencies)**



**Overall:
123 Items (Be, Know, Do)**

**Total Respondents
(31,868)**

**Research
360**



**Self Report: HR Participants
(3,964)**

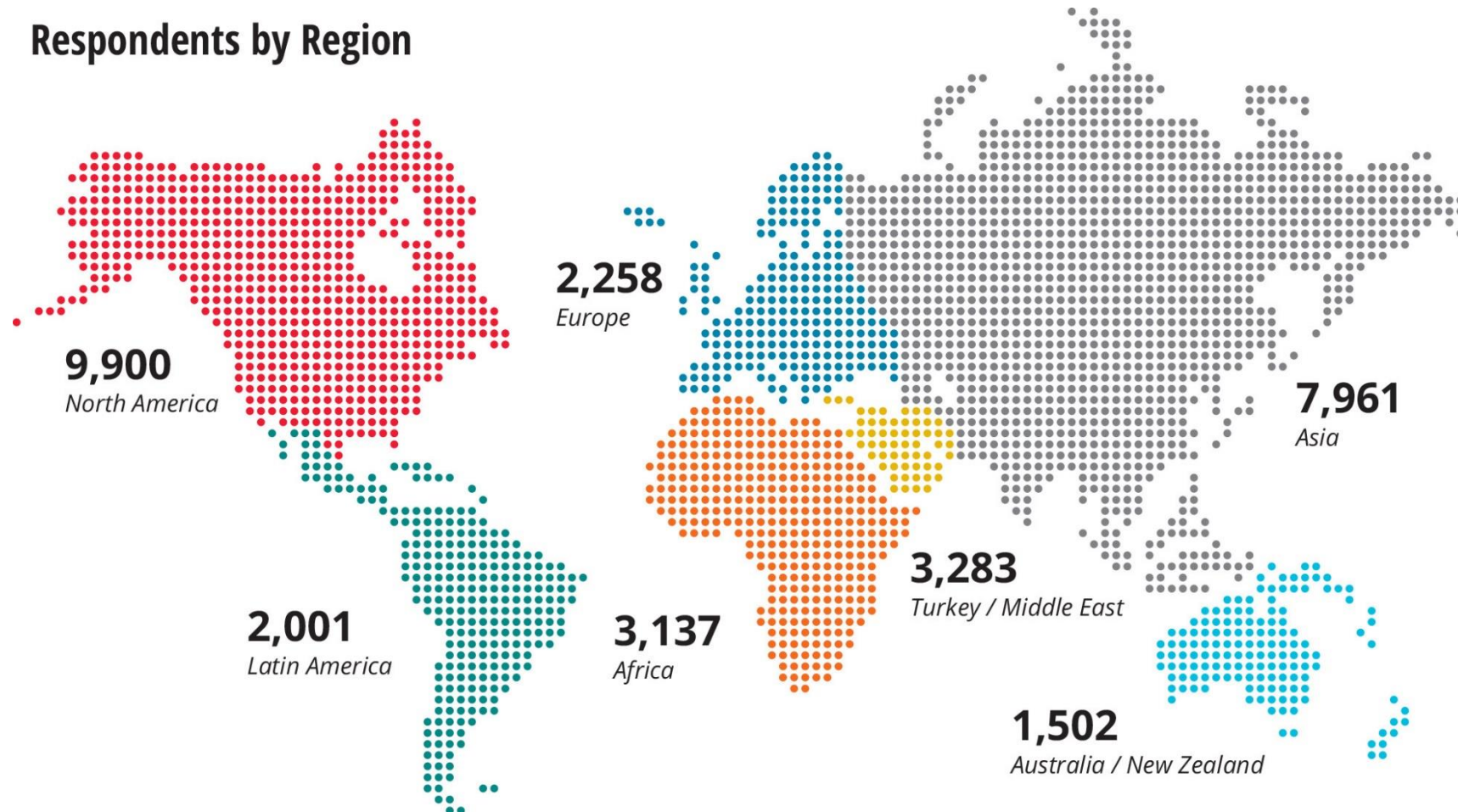
**Other Report: Supervisor
(3,738)**

**Other Report: HR Associates
(13,168)**

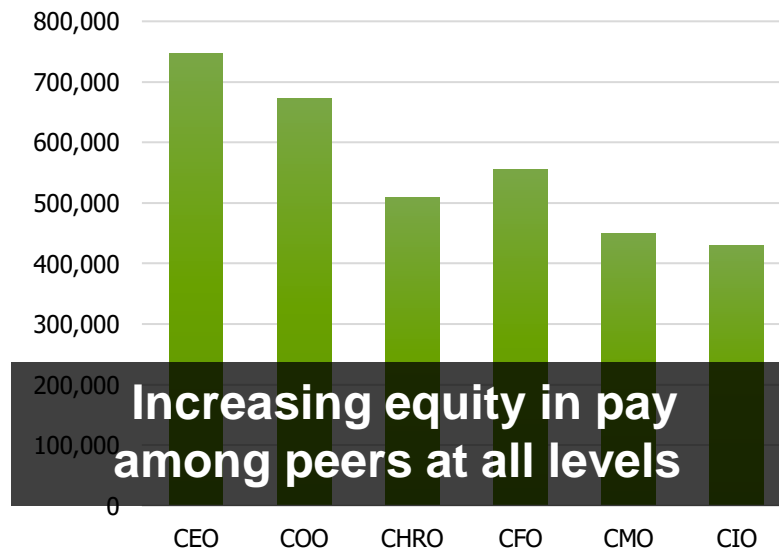
**Other Report: Non-HR Associates
(10,300)**

Respondents by Region

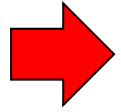
Respondents by Region



Some demographics



Key Questions for HR Competencies:



1. What are the overall competencies for HR professionals?

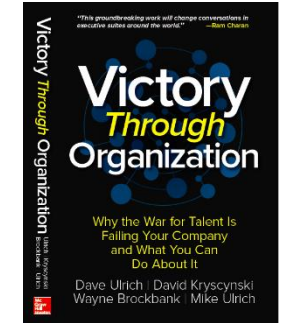
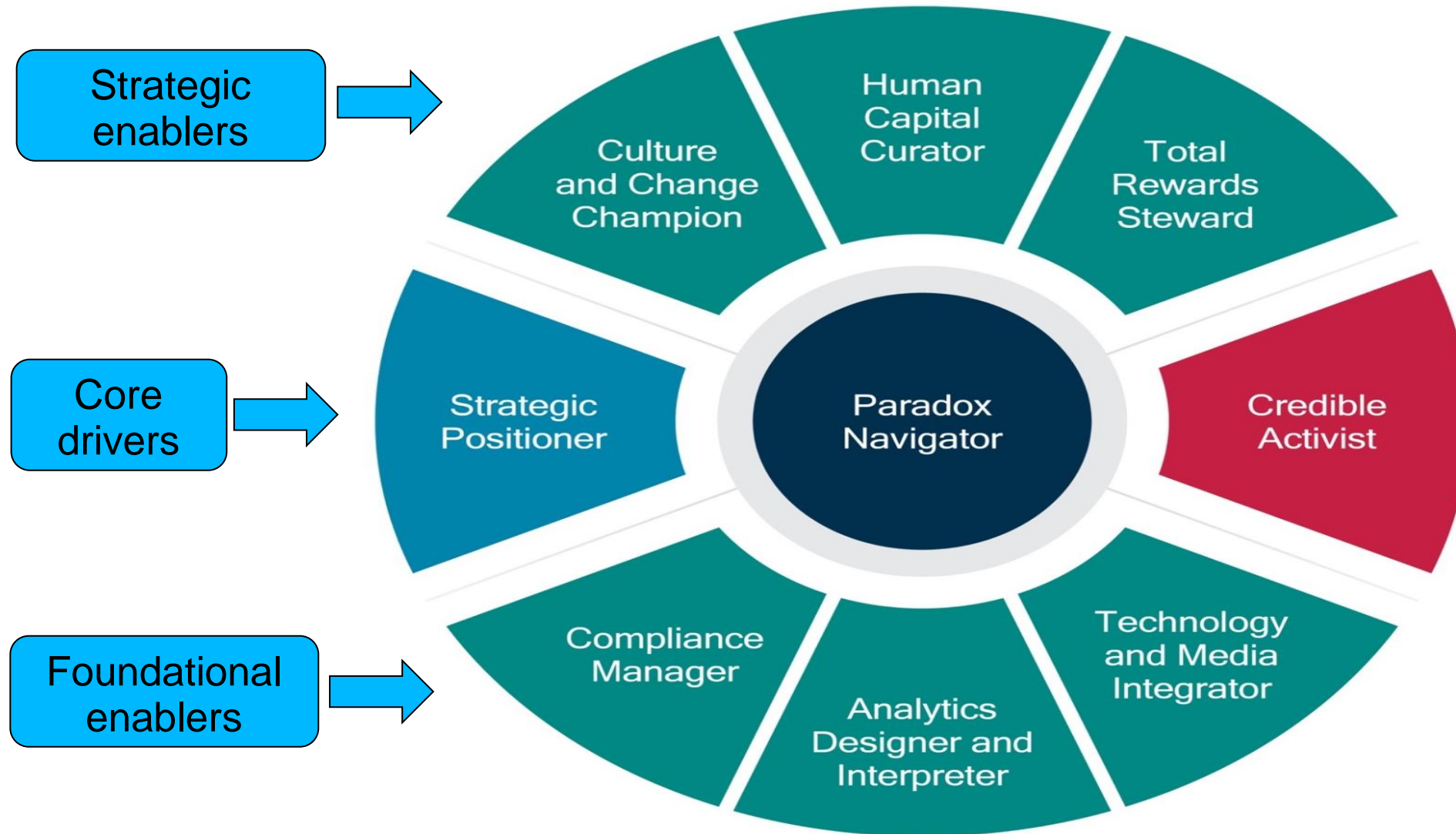
INDIVIDUAL HR Competencies

2. How do you get invited to the table as an HR professional?
3. Which stakeholders are you representing while you are at the table?
4. How do you help create business value while at the table?

ORGANIZATION: Quality of HR Department

5. How does the HR department affect business results?

Round 7 Competency Model



HR Competencies Round 7

Domain Averages by Rater Type

Purpose: show how average competency scores differ by rater type

	1 All Raters	2 Self-Ratings	3 Supervisor Ratings	4 HR Associate Ratings	5 Non-HR Associate Ratings
Strategic Positioner	4.13	4.06	3.93	4.15	4.22
Credible Activist	4.33	4.36	4.28	4.31	4.45
Paradox Navigator	3.99	3.85	3.86	4.02	4.11
Culture and Change Champion	4.03	3.99	3.92	4.09	4.16
Human Capital Curator	4.01	3.87	3.88	4.05	4.14
Analytics Designer and Interpreter	4.01	3.91	3.81	4.08	4.14
Total Rewards Steward	3.88	3.74	3.78	3.89	3.97
Technology and Media Integrator	3.92	3.69	3.69	3.92	3.98
Compliance Manager	4.32	4.36	4.34	4.36	4.42
Overall Averages	4.07	3.98	3.94	4.10	4.18

Key Questions for HR Competencies:

1. What are the overall competencies for HR professionals?

INDIVIDUAL HR Competencies



2. How do you get invited to the table as an HR professional?
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ORGANIZATION: Quality of HR Department

5. How does the HR department affect business results?

How do you get invited to the table?

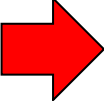
Purpose: show how much of overall individual effectiveness can be explained by each competency domain when we account for the other competency domains at the same time*

	Regression results Percent of Overall Effectiveness Explained by each Competency Domain (scaled to 100%)	Correlation Results Impact of each individual competence on personal effectiveness (scaled to 100%)
Strategic Positioner	14.5	14.3
Credible Activist	19.3	14.2
Paradox Navigator	11.7	12.5
Culture and Change Champion	14.2	14.5
Human Capital Curator	13.1	12.4
Analytics Designer and Interpreter	8.2	9.1
Total Rewards Steward	6.2	7.6
Technology and Media Integrator	4.9	5.8
Compliance Manager	7.9	9.7
<i>Total percentage explained by competencies</i>	83.4	

Key Questions for HR Competencies:

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INDIVIDUAL HR Competencies

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-  3. Which stakeholders are you representing while you are at the table?
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ORGANIZATION: Quality of HR Department

5. How does the HR department affect business results?

Who do you represent when at the table?

Purpose: show how much of the value created for different stakeholders can be explained by each competency domain when we account for the other competency domains at the same time*

	1 External Customers	2 Investors/ Owners	3 Communities	4 Regulators	5 Line Managers	6 Employees
Strategic Positioner	19.2	20.5	16.1	18.1	13.6	12.9
Credible Activist	11.7	10.2	12.9	7.7	19	20.3
Paradox Navigator	11.3	11.1	11.9	9.6	12	11.3
Culture and Change Champion	14.2	13.7	15.2	9.3	13.6	14.4
Human Capital Curator	12.5	13.1	12.5	9.2	14.9	12.2
Analytics Designer/interpreter	10	11.4	7.6	12.8	8.4	6.8
Total Rewards Steward	7	6.4	10.2	8.8	5.3	8.3
Technology and Media Integrator	7.4	6.6	6.5	6.2	4.6	5.3
Compliance Manager	6.7	7.1	7.2	18.3	8.5	8.5
<i>Percent of value explained by all competency domains together</i>	82.4	78.1	83.4	72.3	83.6	82.7

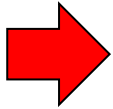
*These results show the percentage of variance in value for stakeholders explained by each of the competency domains (scaled to 100%), cells larger than 10% highlighted for visual emphasis

Key Questions for HR Competencies:

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ORGANIZATION: Quality of HR Department

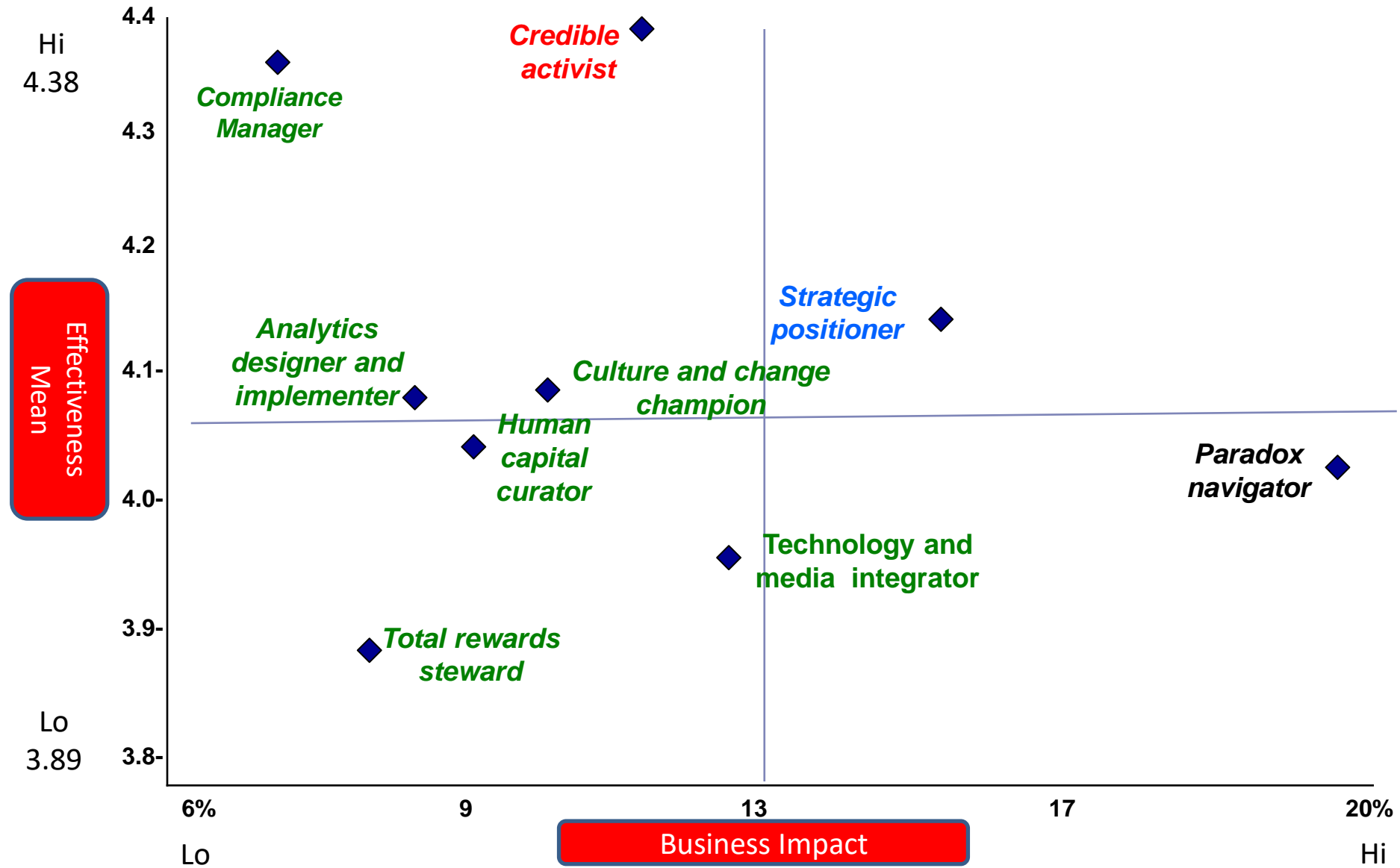
5. How does the HR department affect business results?

What can you do to deliver the most business value?

Purpose: show how much of perceived organizational performance can be explained by each competency domain*

	Regression Results (sum to 100)	Correlation Results (sum to 100)	Mean All raters
Strategic Positioner	14.2	10.6	4.13
Credible Activist	10.5	10.9	4.36
Paradox Navigator	18.9	12.1	4.01
Culture and Change Champion	10.9	12.4	4.09
Human Capital Curator	9.0	11.8	4.06
Analytics Designer and Interpreter	8.8	10.5	4.08
Total Rewards Steward	8.4	10.8	3.89
Technology and Media Integrator	12.5	9.3	3.94
Compliance Manager	6.7	11.7	4.38
<i>Total percentage explained by competencies</i>	7.7		

Prioritizing HR competence actions



Competences of HR professionals over 30 years

Michigan, RBL, and many global partners over the seven rounds HR competency studies							
	Round 1 1987	Round 2 1992	Round 3 1997	Round 4 2002	Round 5 2007	Round 6 2012	Round 7 Round 7/7
Total respondents	10,291	4,556	3,229	9,182	10,063	20,023	31,868
Business units	1,200	441	678	692	413	635	1,395
Associate raters	8,884	3,805	2,565	5,890	8,414	17,385	27,904
HR participants	1,407	751	664	1,192	1,671	2,638	3,964
[1] Business	Business Knowledge (3.17)	Business knowledge (3.28)	Business knowledge (3.27)	Business knowledge (3.44) Strategic contribution (3.65)	Business ally (3.50) Strategic architect (3.68)	Strategic Positioner (3.89)	Strategic positioner (4.13)
[2] Human Resources tools				HR delivery (3.69)	Talent manager & organization designer (3.80)	HR Innovator & Integrator (3.90)	(4.02) Human capital curator (4.01) Total rewards steward (3.88)
[3] HR Information, Analysis, Operations	HR delivery (3.33)	HR delivery (3.41)	HR delivery (3.49)	HR technology (3.02)	Operational executor (3.53)	Technology or information Proponent (3.74)	Technology and media integrator (3.92) Compliance manager (4.32) Analytics designer and interpreter (4.01)
[4] Change	Change (3.65)	Change (3.68)	Change (3.68)	Change and culture were combined into strategic contribution (3.65)	Culture and steward (3.80)	Change champion (3.93)	(4.01) Culture and change champion (4.03)
[5] Organization and Culture			Culture (3.42)			Organization Capability builder (3.97)	Paradox navigator (3.99)
[6] Personal		Personal credibility (3.78)	Personal credibility (4.03)	Personal credibility (4.13)	Credible activist (4.19)	Credible activist (4.23)	Credible activist (4.33)

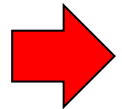
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ORGANIZATION: Quality of HR Department



5. How does the HR department affect business results?

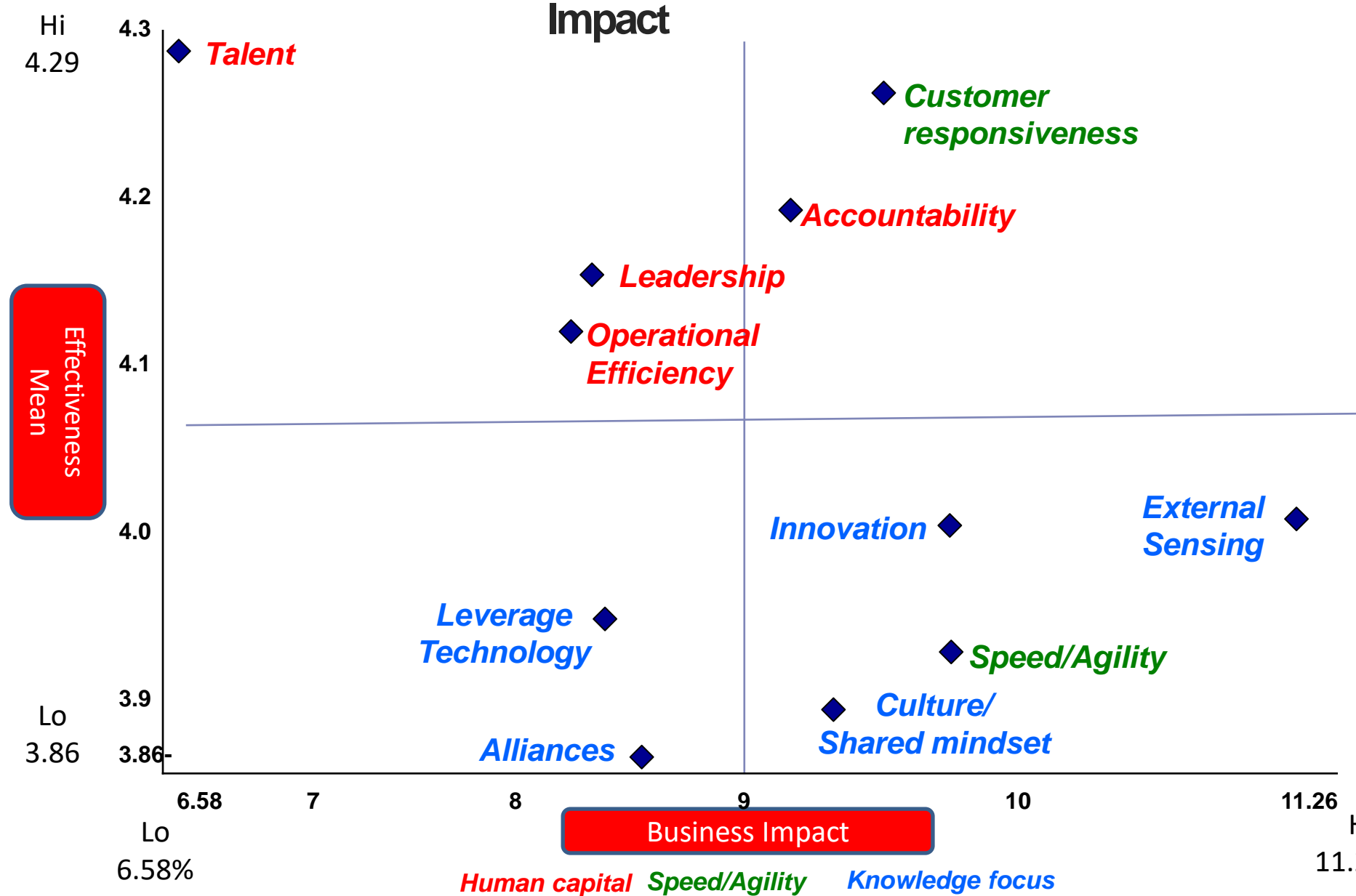
Value HR Department Creates for Stakeholders

Purpose: show how much of the value created for different stakeholders by the HR department can be explained by different categories of data*

	Overall business performance	Value created for Stakeholders					
		1 External Customers	2 Investors/ Owners	3 Communities	4 Regulators	5 Line Managers	6 Employees
HR Professional Competencies	7.7	19.8	12.2	17.8	22.4	15.3	16.2
Activities of HR Departments	31	46.5	52.4	52.8	41.7	60.7	59.8
Other Variables (e.g. strategy, culture)	61.3	33.7	35.4	29.4	35.9	24	24
<i>Multiple Regression adj. R²</i>	45.2	52.5	49.5	39.5	36.9	51.6	57.2

*These columns sum to 100%, representing the percentage of explained variance in the model that can be explained by each variable category

Prioritizing Organization Capabilities: Based on Current Effectiveness and Business



HR competencies: Key Findings

What are overall competencies for HR professionals?

- 9 overall competency domains
- 3 core drivers; 3 strategic enablers; 3 foundational enablers

How do you get invited to the table?

- Be a credible activist

Which stakeholders are you representing while at the table?

- If inside (employee, line), be credible activist
- If outside (customer, investor), be a strategic positioner

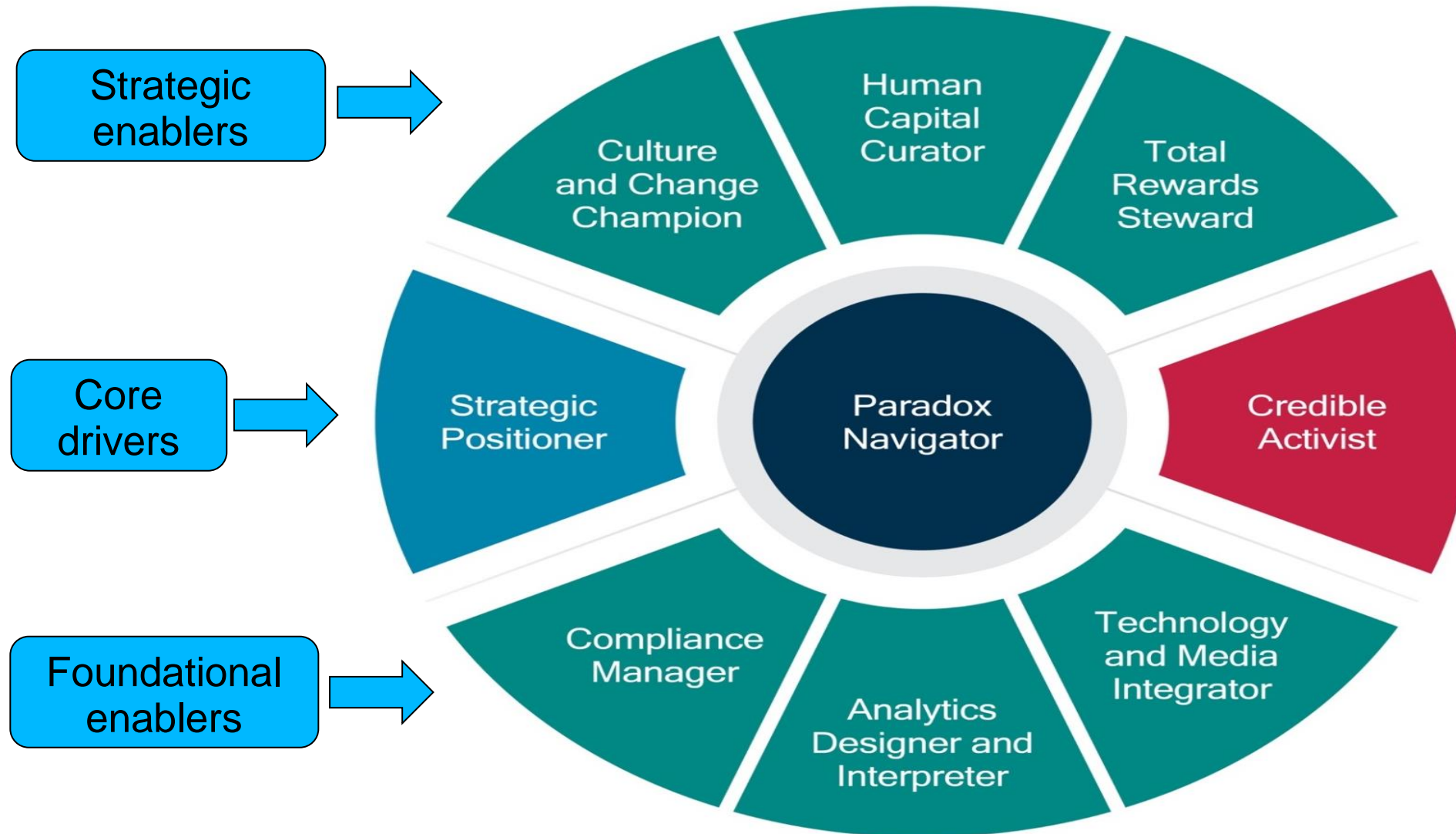
How do you create business value?

- Navigate paradox (manage tension and divergent convergent cycle)

How do you build an HR department?

- Recognize the importance of HR department
- Build capabilities (information, speed, culture, collaboration)

Round 7 Competency Model



Let's stay connected!!!

For more information or follow up, contact Dave Ulrich at dou@umich.edu



@dave_ulrich

Invite me to connect with you on **LinkedIn** to view my regular posts with insights and tips.