

Competencies for Senior/Executive-Career HR Professionals



Session 8: Leadership and Navigation

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Lesson 1: Course Introduction

□ Overview

In this session we will examine the Leadership and Navigation competency and how it gives HR professionals the ability to direct and contribute initiatives and processes within their organizations.

□ Due This Session

Reading assignments

Article:

“Leadership and Navigation: It’s All About Teams”

<https://www.shrm.org/hr-today/news/hr-magazine/pages/leadership-and-navigation-it%E2%80%99s-all-about-teams.aspx>

- Report: *Workforce Readiness and Skills Shortages*
<https://www.shrm.org/hr-today/trends-and-forecasting/labor-market-and-economic-data/Documents/Workforce%20Readiness%20and%20Skills%20Shortages.pdf>

□ Session 8 Lessons

- Lesson 1: Course Introduction.
- Lesson 2: Overview of SHRM’s Competency Model.
- Lesson 3 Definition and Components of the Leadership and Navigation Competency.
- Lesson 4: Application of the Leadership and Navigation Competency.

□ Learning Objectives

- Describe the three elements of SHRM’s Competency Model most applicable to senior/executive-career-level professionals.
- Apply the concepts related to the Leadership and Navigation competency to key roles and duties performed by HR professionals.
- Explain the relevance of the Leadership and Navigation competency to the job of an HR professional.
- Identify and explain the subcompetencies and behaviors that underlie the Leadership and Navigation competency.
- Analyze the role that the Leadership and Navigation competency plays in helping HR professionals address real-world issues.
- Demonstrate the ability to apply the Leadership and Navigation competency in various contexts.

Lesson 2: Overview of SHRM's Competency Model

As discussed originally in the beginning of the early-career module, having a professionalized workforce that rests on a foundation of validated competencies helps ensure that the HR field continues to become more and more business relevant.

□ Two Types of HR Competencies

We will focus this senior/executive-career module on the three competencies highlighted below.

| Nontechnical (Behavioral) Competencies | Technical (Foundational) Competencies |
|---|---|
| <p>Competencies by career level:</p> <p><u>Early Career</u></p> <ul style="list-style-type: none"> • Communication • Relationship Management • Ethical Practice <p><u>Mid-Career</u></p> <ul style="list-style-type: none"> • Consultation • Leadership and Navigation <p><u>Senior/Executive-Career</u></p> <ul style="list-style-type: none"> • Leadership and Navigation • Leadership and Navigation • Global and Cultural Effectiveness | <p>Competency:</p> <ul style="list-style-type: none"> • HR Expertise <p>HR Functions That Require HR Expertise</p> <ul style="list-style-type: none"> • Strategy • Workforce Planning and Talent Management • Training and Development • Compensation and Benefits • Employee and Labor Relations • Employment Law |

Competencies for Senior/Executive-Career HR Professionals

❑ SHRM Competency Model



❑ Levels of Experience

Entry Level (0-2 years)
Mid-Level (3-7 years)
Senior Level (8-14 years)
Executive Level (15 years or more)

❑ Importance of the Competency

- As part of the creation of the new competency model, SHRM surveyed its members about their perceptions of the importance of the different competencies.
- Over 32,000 respondents rated the importance of each competency for HR professionals to successfully perform their jobs at the identified career level.
- The rating scale ranged from 0 to 3.

❑ Importance Rating Scale

0 – Not important: Not required. No impact on job performance.
1 – Minor importance: Minor impact on job performance. Could still perform effectively.
2 – Important: Important impact on job performance. Would have difficulty performing effectively.
3 – Critical: Critical impact on job performance. Could not perform effectively. Major consequences to effectiveness.

Required Upon Entry (RUE)

Respondents also rated if proficiency in each competency was required upon entry into an HR position at the identified career level.

The rating scale ranged from 0 to 1.

RUE Rating Scale

0 – Not required upon entry/time of hire. Not expected to enter the HR profession at this level with this competency. Training provided.

1 – Required upon entry/time of hire. Expected to enter the HR profession at this level with this competency already well developed. Training *not* provided.

Ratings

| Career Level | Importance | Required Upon Entry |
|--------------|------------|---------------------|
| | Mean (SD) | % Yes |
| Early | 1.3 (.87) | 24 |
| Mid | 1.7 (.70) | 41 |
| Senior | 2.3 (.58) | 78 |
| Executive | 2.6 (.51) | 90 |

Lesson 3: Definition and Components of the Leadership and Navigation Competency

□ Introduction

This lesson reviews the definition, description, examples and subcompetencies of the Leadership and Navigation competency.

□ Leadership and Navigation Definition and Descriptions

Definition:

The ability to direct and contribute to initiatives and processes within the organization.

Description: Being strong in Leadership and Navigation means you:

- **Create** what is needed for organizational success. Then provide opportunities for others to execute, so they may grow.
- **Motivate** others to work toward a greater good. Reinforce the value of their tasks. Promote their capabilities. Set goals.
- **Adapt** to changing needs of the organization and its employees with proactive initiatives.

Examples:

- Facilitate discussions about the culture and future of the organization, in which HR managers can develop their skills of visioning and influencing.
 - Include a coaching component in your high-potential development program.
 - Create high-profile stretch assignments for high-potential employees.
 - Encourage job rotation.
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- Transformational and Functional Leadership.
 - Results and Goal-Oriented.
 - Resource Management.
 - Succession Planning.
 - Project Management.
 - Mission Driven.
 - Change Management.
 - Political Savvy.
 - Influence.
 - Consensus Builder.

□ Leadership and Navigation Subcompetencies

❑ Leadership and Navigation Behaviors

- Exhibits behaviors consistent with and conforming to organizational culture.
- Fosters collaboration.
- Understands the most effective and efficient way to accomplish tasks within the parameters of organizational hierarchy, processes, systems and policies.
- Develops solutions to overcome potential obstacles to successful implementation of initiatives.
- Demonstrates agility and expertise when leading organizational initiatives or when supporting the initiatives of others.
- Sets the vision for HR initiatives and builds buy-in from internal and external stakeholders.
- Leads the organization through adversity with resilience and tenacity.
- Promotes consensus among organizational stakeholders (e.g., employees, business unit leaders, informal leaders) when proposing new initiatives.
- Serves as a transformational leader for the organization by leading change.

❑ Ways to Develop Leadership and Navigation Skills

- Become a mentor. Seek opportunities to be a role model for colleagues.
- Set a meeting to discuss your goals with top-level managers.
- Take initiative to discuss your ideas, beliefs and opinions in meetings.
- Create an individual development plan, and work toward completing the appropriate learning experiences, including attending company training.
- Seek out opportunities to create new action plans based on aspirations for the future of the organization.
- Volunteer to lead a project or take on additional responsibilities, even if you feel they will be a challenge. Try innovative approaches to reach objectives.
- Take the initiative to share your expertise on a particular topic.
- Assist in the creation and organization of a project team to highlight the strengths of its members.
- Join a leadership board or committee.
- Improve your self-awareness by recognizing your moods and emotions, and their impact on those around you.

Lesson 4: Application of the Leadership and Navigation Competency

❑ Introduction

This lesson allows you the practice some of the ways to develop the Leadership and Navigation competency discussed earlier by helping lead your organization through adversity with resilience and tenacity.

❑ Trouble at the Top Means Trouble All Around

- Listen to the scenario described by your instructor. Now consider what you will do as a member of the executive leadership team to help lead not just your HR team but your entire organization through the turbulent times ahead.

❑ Trouble at the Top Means Trouble All Around *Debrief*

- How would you feel dealing with this scenario in the real world?
- Refer to the document “Applying the Leadership and Navigation Competency” for complete activity guidance.
- These events appear in the headlines every day and are examples of the kinds of challenges HR professionals and leadership teams face. Welcome to the top, folks!

❑ Benefits, Challenges and Risks

- What is the greatest **benefit** of developing this competency for:
 - The individual HR practitioner?
 - The individual’s HR department?
 - The individual’s organization as a whole?
- What is the greatest **challenge** to being able to develop it?
- What is the greatest **risk** of not developing it?
- How can a weakness in this area (i.e., with this competency) affect:
 - The individual and his or her career?
 - The individual’s HR department?
 - The individual’s organization as a whole?

Session 8: Summary

Key Points from This Session

List your key points here:

End-of-Session Discussion

- Which of the competencies contained within the SHRM Competency Model do you find most intriguing?
- Which of these competencies do you think you are already skilled in?
- Which of these competencies do you think will be the most difficult for you to master? Why?

Due Next Session

Reading Assignments

- Article: *Global and Cultural Effectiveness: Recruiting Is Social and Talent Is Local* <https://www.shrm.org/hr-today/news/hr-magazine/pages/0116-competencies-global-cultural-effectiveness-monaghan.aspx>
- Report: *Workforce Readiness and Skills Shortages* <https://www.shrm.org/hr-today/trends-and-forecasting/labor-market-and-economic-data/Documents/Workforce%20Readiness%20and%20Skills%20Shortages.pdf>