

Competencies for Senior/Executive-Career HR Professionals



Session 9: Global & Cultural Effectiveness

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Lesson 1: Course Introduction

□ Overview

In this session we will examine the Global and Cultural Effectiveness 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: "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>

□ Session 9 Lessons

- Lesson 1: Course Introduction and Global and Cultural Effectiveness Competency.
- Lesson 2: Overview of SHRM's Competency Model.
- Lesson 3 Definition and Components of the Global and Cultural Effectiveness Competency.
- Lesson 4: Application of All Nine Competencies.

□ Learning Objectives

- Describe the three elements of SHRM's Competency Model most applicable to senior-career-level professionals.
- Apply the concepts related to the Global and Cultural Effectiveness competency to key roles and duties performed by HR professionals.
- Explain the relevance of the Global and Cultural Effectiveness competency to the job of an HR professional.
- Identify and explain the subcompetencies and behaviors that underlie the Global and Cultural Effectiveness competency.
- Analyze the role that the Global and Cultural Effectiveness competency plays in helping HR professionals address real-world issues.
- Demonstrate the ability to apply all nine competencies 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>Early Career</p> <ul style="list-style-type: none"> • Communication • Relationship Management • Ethical Practice <p>Mid-Career</p> <ul style="list-style-type: none"> • Consultation • Leadership and Navigation <p>Senior/Executive-Career</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

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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 an HR professional to successfully perform their job 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	1.5 (.87)	41
Mid	1.7 (.75)	47
Senior	2.0 (.65)	60
Executive	2.1 (.63)	66

Lesson 3: Definition and Components of the Global and Cultural Effectiveness Competency

□ Introduction

This lesson reviews the definition, description, examples and subcompetencies of the Global and Cultural Effectiveness competency.

□ Global and Cultural Effectiveness Definition and Descriptions

Definition:

The ability to value and consider the perspectives and backgrounds of all parties.

Description:

Demonstrate nonjudgmental respect.

Understand rules, customs, laws, regulations and business operations.

Appreciate commonalities, values and uniqueness of all humans.

Have fundamental trust in others.

Possess self-awareness/humility. Learn from others.

Have strong core values.

Embrace inclusion.

Adapt perspective/behavior to meet cultural context.

Maintain openness to ideas.

Examples:

- Interact one-on-one with individuals who are new to the organization or who need to be included in a project in the organization—particularly if they are coming from outside the current location or represent a very different perspective.
- Celebrate diversity.
- Discuss the importance of heterogeneous teams, and practice what you preach.
- Take the opportunity to incorporate global business and economic trends into business discussions.

□ Global and Cultural Effectiveness Subcompetencies

- Global Perspective.
- Diversity Perspective.
- Openness to Various Perspectives.
- Empathy.
- Openness to Experience.
- Tolerance for Ambiguity.
- Adaptability.
- Cultural Awareness and Respect.

❑ Global and Cultural Effectiveness Behaviors

- Has a strong set of core values while operating with adaptability to particular conditions, situations and people.
- Maintains openness to others' ideas and makes decisions based on experience, data, facts and reasoned judgment.
- Demonstrates nonjudgmental respect for other perspectives.
- Works effectively with diverse cultures and populations.
- Conducts business with an understanding and respect for the differences in rules, customs, laws, regulations and business operations between own culture and all cultures.
- Appreciates the commonalities, values and individual uniqueness of all human beings.
- Possesses self-awareness and humility to learn from others.
- Embraces inclusion.
- Adapts perspective and behavior to meet the cultural context.
- Navigates the differences between commonly accepted practice and law when conducting business in other nations.
- Operates with a global, open mindset while being sensitive to local cultural issues and needs.
- Operates with a fundamental trust in other human beings.
- Takes the responsibility to teach others about the differences and benefits that multiple cultures bring to the organization to ensure inclusion.
- Incorporates global business and economic trends into business decisions.

❑ Ways to Develop Global and Cultural Effectiveness Skills

- Participate in global conference calls or Skype interviews to experience global differences.
- If feasible, accompany a co-worker on a global trip.
- Become the mentor or buddy of an expatriate HR manager.
- Take on assignments that enable you to learn and understand the variety of cultures currently present in your organization.
- Participate in employee relations scenarios in which cultural differences appear to be at least part of the underlying problem.
- Collaborate with colleagues from different generations on a work project.
- Host multicultural team-building opportunities.
- Assist with preparing an employee for an expatriate assignment.
- Identify what inclusion might look like in your organization or how it might be different from location to location.

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□ **Benefits, Challenges and Risks**

- Develop a draft training program related to inclusion and awareness, and then work with staff to revise the program—thereby learning or being exposed to new perspectives.

- 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?

Lesson 4: Application of All Nine Competencies

Introduction

This lesson allows you to practice all nine competencies in one final “capstone” activity.

What’s Your Angle?

Listen to the common business challenge(s) your instructor described. Identify the potential HR “angles” (i.e., relevant issues) in the challenges. As you do, determine which of the nine competencies you have studied would address each challenge. There may be more than one.

What’s Your Angle?

Debrief

Explain why you picked the competency(ies) you did.

Session 9: Summary

**Key Points from
This Session**

List your key points here:

**End-of-Session
Discussion**

- Which of the competencies encompassed in 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

- This section may be deleted, or any reading materials relevant to the content of the next class can be added here.