

Disrupt Yourself: What it takes to be a high performing HR leader

HR Congress
Master Class
13:45 to 15:15

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19 - 20 NOVEMBER 2019
NICE - ACROPOLIS



Almost everyone has an opinion ...

What competencies (knowledge, skills, personality) should HR professionals have?

-
-
-
-
-
-
-
-

Lists of HR competencies/roles

Group	HR competencies	background
MyHR Future	<p>1. People Analytics: 28%</p> <p>2. Soft skills: 15% problem-solving, problem analysis, change management and negotiation abilities.</p> <p>3. Digital HR: 12% Digital HR and HR technologies up to speed.</p> <p>4. Strategic workforce planning: 10% indicated strategic workforce planning</p> <p>5. Design thinking & stakeholder management: 9% and 6% believe design thinking and stakeholder management are essential skills</p>	400 HR professionals survey
Kevin Cox	<p>5 roles</p> <ul style="list-style-type: none"> • Board's Leader of Human Capital Agenda, • Creator of Talent Strategy, • Enterprise Change Leader, • Driver of Culture and Purpose and • Trusted Advisor and Coach 	His views with other key HR leaders

Lists of HR Competencies

Group	HR competencies	background
Josh Bersin	<p>Intellectual curiosity and empathy. HRBPs must have a desire to learn all aspects of the business and understand its goals. In fact, an HRBP should view attainment of these goals as a critical measure of his/her performance. Additionally, HRBPs must have deep caring for the business workforce and be a proactive force behind workforce strategy.</p> <p>Problem solving. HRBPs must be comfortable working with business leaders and managers to address any workforce challenges or issues. And, rather than viewing problems as “yours,” they should view them as “ours” and be an active part of the solution.</p> <p>Risk taking and courage. HRBPs must be comfortable saying “no” and offering alternative opinions or actions to business leaders. They also must be ready to fail (and have the air cover to allow for failure).</p> <p>Digital acumen. This was one of the most important characteristics identified by meeting attendees, due to the increased availability of people-related data. Today, HRBPs must have the ability to analyze and interpret data, use it to help business leaders better understand workforce needs and incorporate results into workforce strategy and planning.</p> <p>Business-language knowledge. To ensure credibility, HRBPs need to be able to speak “in business.” This comes with knowing the details of the business they are serving and understanding its jargon and acronyms.</p> <p>Networking skills. “Knowing who knows” within the business unit, as well as externally, is hugely important, as is the ability to develop relationships with those who have knowledge and decision-making power.</p> <p>Change-management skills. HRBPs must have the ability to facilitate discussions around change and transformation. Additionally, they must be able to identify in advance where and when change management will be needed and proactively participate in developing plans.</p> <p>Discretion. Several attendees who have served as HRBPs in their careers stressed the importance of this. Business leaders need to trust their HRBPs with sensitive, “insider” information. For instance, a sales manager needs to know a conversation about potentially missing sales goals will be kept confidential.</p>	Meeting of 6 companies

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



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



Round 7 HR Competencies Overview of Survey Design

**Questions
(Competencies)**



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

**Total Respondents
(31,868)**

**Research
360**



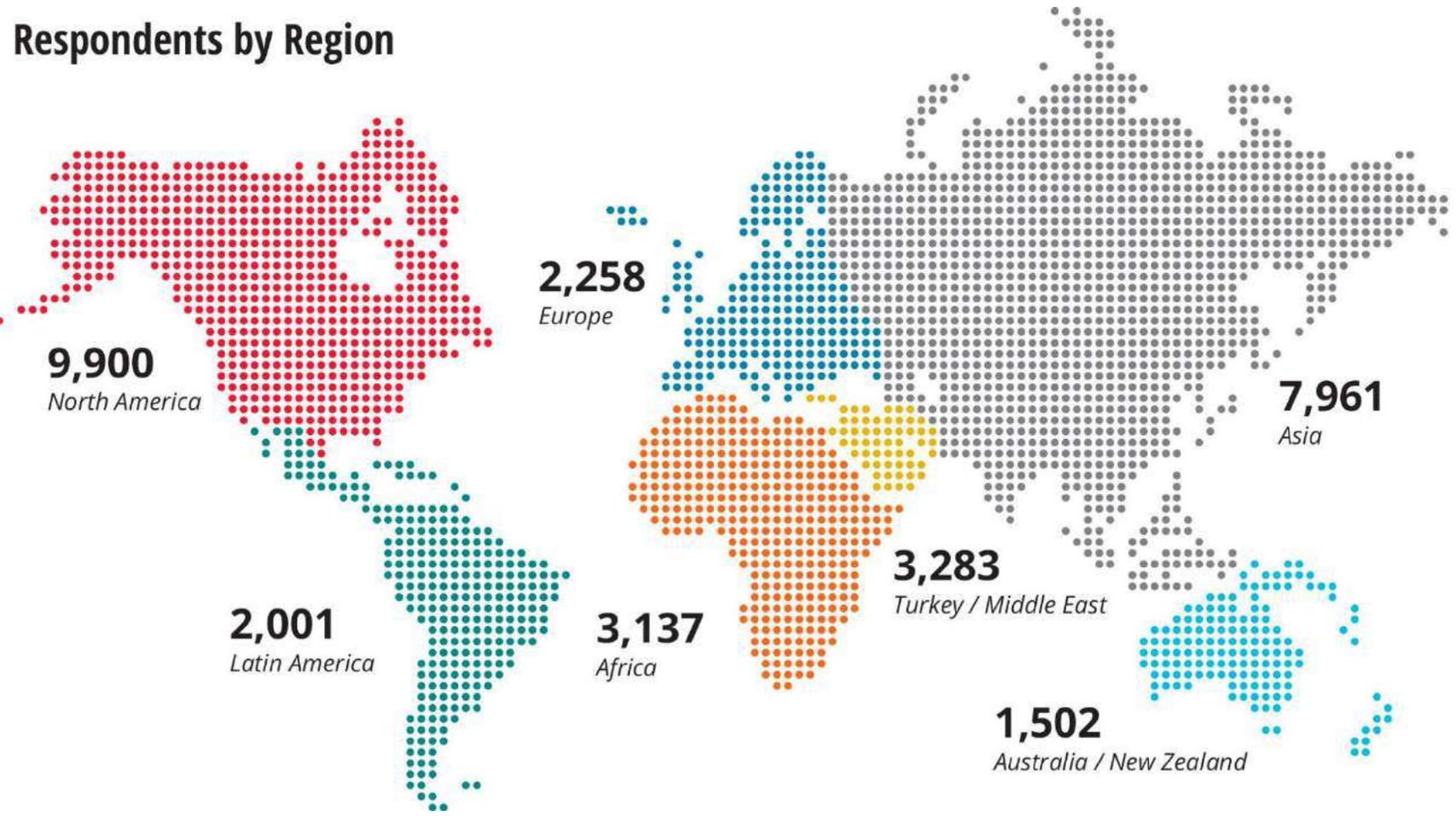
**Self Report: HR Participants
(3,964)**

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

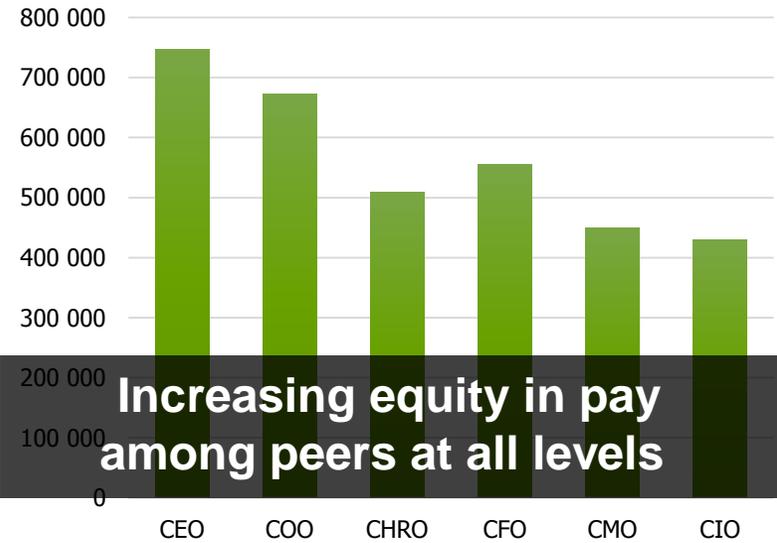
**Other Report: HR Associates
(13,168)**

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

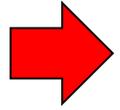
Respondents by Region



Some demographics



Key Questions for HR Competencies:



1. What are the overall competencies for HR professionals?

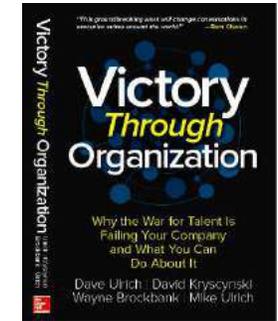
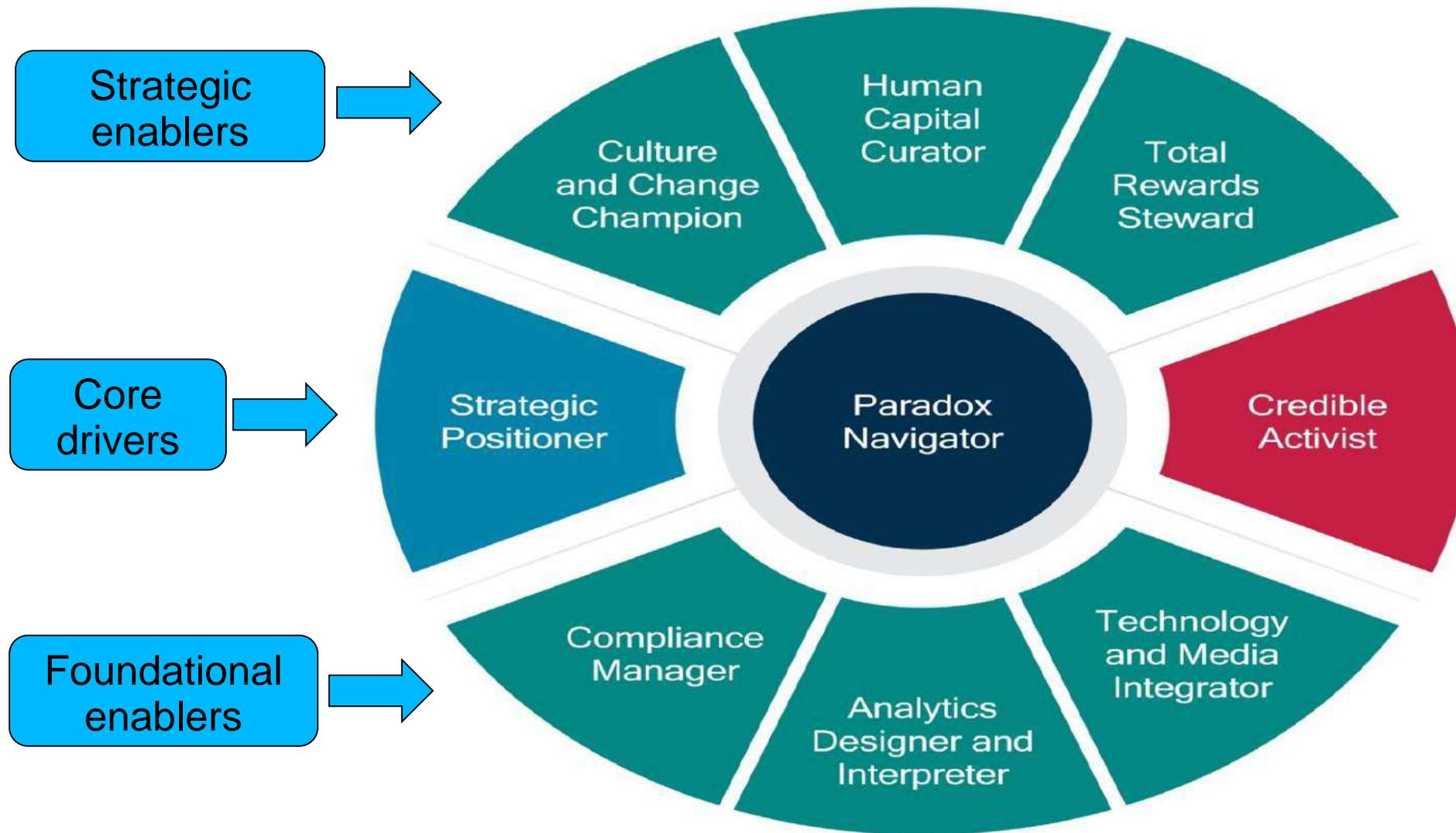
INDIVIDUAL HR Competencies

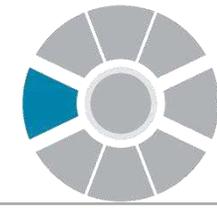
2. How do you get invited to the table as an HR professional?
3. Which stakeholders are you representing while you are at the table?
4. How do you help create business value while at the table?

ORGANIZATION: Quality of HR Department

5. How does the HR department affect business results?

Round 7 Competency Model





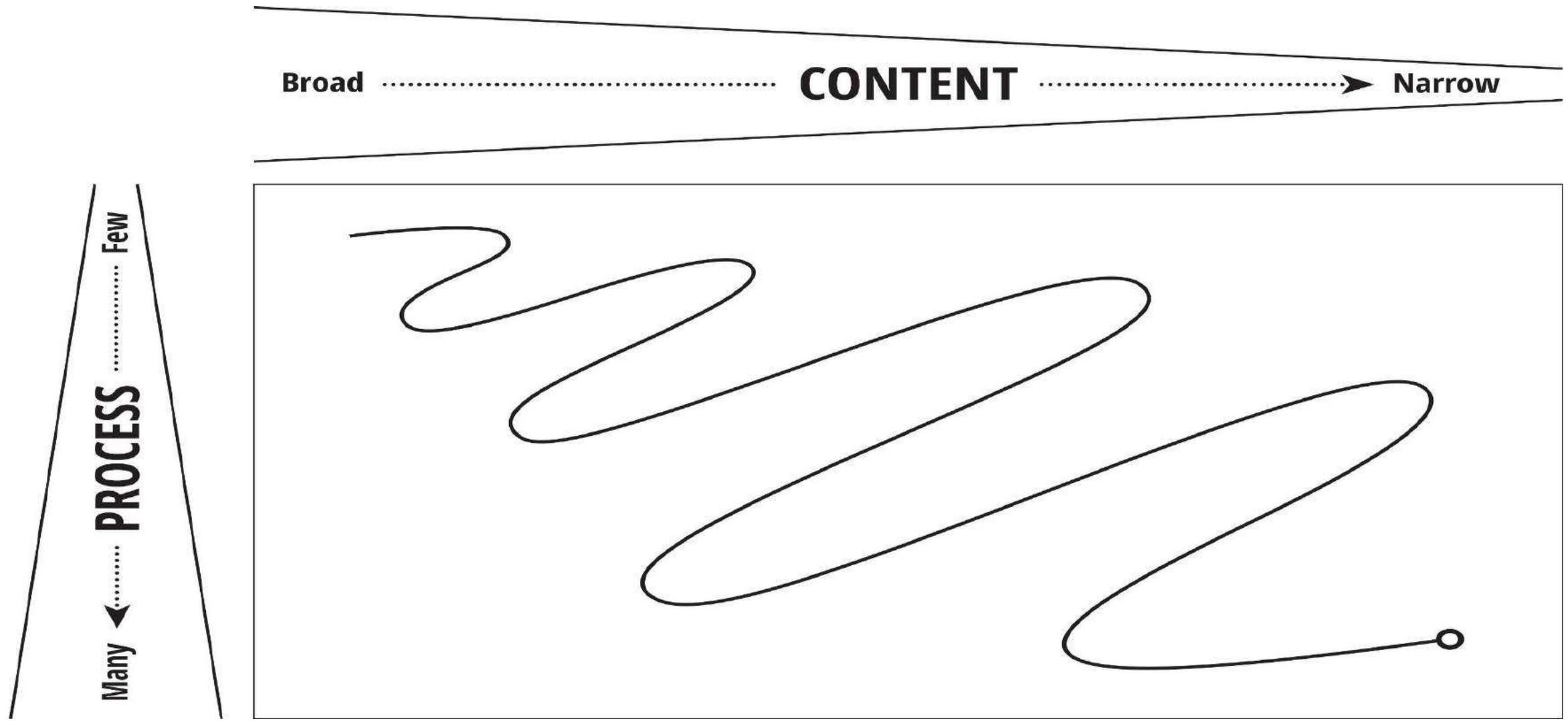
Strategic Positioner

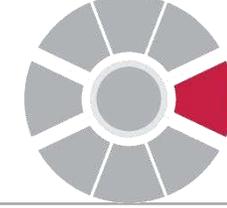
Competency Definition	Knowledge & Skills needed
<ul style="list-style-type: none">• Turning business knowledge into a set of actions• Interpret the global business context• Decoding customer expectations• Understanding internal business operations	<ul style="list-style-type: none">• Strategic thinking• Business context• Current events• Industry trends• Competitor trends• Stakeholder assessment (customer, investor, competitor, regulator)



Development Opportunities
<ul style="list-style-type: none">• See industry and business trends• Spend time with externals (customers, investors, community)• Join earnings calls• Attend customer events• Review, help craft strategic plan• Review competitor's annual reports• Participate in social media

Strategic Positioner: content and process





Credible Activist

Competency Definition	Knowledge & Skills needed
<ul style="list-style-type: none">• Help individuals see how they connect their work to strategy• Influence and relate to others• Earn trust through results• Improve through self-awareness	<ul style="list-style-type: none">• Follow-through on all commitments• Build relationships of trust• Network with others• Demonstrate high emotional intelligence• Take proactive positions• Communicate effectively



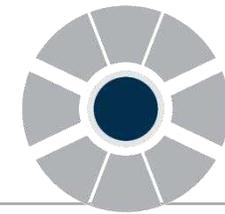
Development Opportunities
<ul style="list-style-type: none">• Take positions on business, organization, and people and defend them• Join and lead professional associations• Work to build personal relationships of trust• Seek ways to learn and improve oneself• Submit presentations to conferences

Credible Activist: building connections

	Principles of connection	Concepts as applied to building a connecting relationship	Assess
1	Desire: What do I want?	<ul style="list-style-type: none"> • Make and receive bids; initiate contact (80%+ of bids positively responded to) • Think about value of relationship; want it to work 	
2	Time: Where do I spend time?	<ul style="list-style-type: none"> • Spend consistent time with someone to connect with them • Be available ...ask for and give help • Have shared experiences that create memories 	
3	Care What can I do for you?	<ul style="list-style-type: none"> • Care about the other person • Support the other person ... be excited for their successes; be available when things go wrong • Know the other person's interest, dreams, hopes, desires 	
4	Share values What do we have in common?	<ul style="list-style-type: none"> • Have common interests ... what do we share • Find things that we both like to do or talk about • Spend time together in shared experiences 	
5	Be positive What do you do well?	<ul style="list-style-type: none"> • Focus on what is right or good in relationship (5:1 positive to negative comment ratio) • Express gratitude to person; make constructive comments • Respect and relish differences 	

Credible Activist: building connections

	Principles of connection	Concepts as applied to building a connecting relationship	Assess
6	Yield How can I let you influence me?	<ul style="list-style-type: none"> Let others influence you ... “what do you think” Do what they want ... “this is your call” Recognize whose decision it is 	
7	Start small What can I do now?	<ul style="list-style-type: none"> Focus on what works now... deep connection does not come all at once Find small and simple acts of connection 	
8	Communicate How easily can I share myself?	<ul style="list-style-type: none"> Share deeper feelings; let person feel your feelings Celebrate and mourn together Be open and transparent 	
9	Be resilient How can I look beyond the daily problems?	<ul style="list-style-type: none"> Forgive; don’t harbor resentment; let go See long term; don’t hassle small stuff (60 to 70% of problems never resolved, but managed) Be patient Have grit 	
10			



Paradox Navigator

Competency Definition	Knowledge & Skills needed
<ul style="list-style-type: none">• See alternative sides of an issue• Be able to move from convergence to divergence and back again• Navigate tensions so that organization adapts to opportunities	<ul style="list-style-type: none">• See different sides of an issue• Able to disagree without being disagreeable• Willing to point of options to get debate, but create closure to get focus



Development Opportunities
<ul style="list-style-type: none">• Learn to manage conflict and tension without making it personal• Increase divergent thinking by spending time with those not like you• Increase convergent thinking by facilitating groups to reach consensus

What are the critical paradoxes for my organization?

1	HR focus	Competitive: focus on winning; financial results	C B A 1 2 3	Caring: focus on people; well being and nurturing
2	Organization unit	Corporate enterprise (centralized)	C B A 1 2 3	Local unit (decentralized)
3	Way of thinking	Convergent: focus, specific action	C B A 1 2 3	Divergent: big picture, explore options
4	How work is done	Control: Disciplined	C B A 1 2 3	Freedom: Empowering, autonomy
4	Success criteria	Bottom line: Cost, efficiency	C B A 1 2 3	Top line: growth, creativity, innovation
5	Attention	Outside (customers or guests)	C B A 1 2 3	Inside (employees)
6	Philosophy	Equity: meritocracy; differentiate	C B A 1 2 3	Equal: similarity; all the same
7	Problem solving	Decisive: make decisions	C B A 1 2 3	Thoughtful: explore options
8	Accountability	Truth tellers: candor, direct	C B A 1 2 3	Temper information: feel good
9	Target	Organization	C B A 1 2 3	Individual
10	Approach to work	Change: anticipate the future	C B A 1 2 3	Stability: focus on the past

Exercise: [1] pick the 3 most critical paradoxes we have to manage; [2] mark where we are now (CBA123)
 [3] mark where we need to be (CBA123)

Personal Skills of Paradox Navigator

	Definition/behavior What are specific behaviors associated with skill...	Rate (1 to 10)
1 Deal with cognitive complexity	<ul style="list-style-type: none"> •See different sides of an issue •Respect someone else’s point of view •Learn new ideas (20 to 25% every 2 years) •See patterns in events 	
2 Be socially endearing	<ul style="list-style-type: none"> •Disagree without being disagreeable •Allow for tension without having contention •Listen to understand •Help others feel better about themselves after meeting with me 	
3 Be socially connected	<ul style="list-style-type: none"> •Spend time with people who are not like me (e.g., visit shop floor)) •Observe and learn from those not in your zone of influence (competitors, customers, leading players) 	
4 Be personally aware	<ul style="list-style-type: none"> •Know my predispositions (e.g., introvert vs. extrovert; judging vs. perceiving) or style •Not be bound by my predispositions and see beyond my biases •Judge myself less by intent and more by my behavior 	
5 Be grounded in a strong set of values	<ul style="list-style-type: none"> •Know my core values and act consistently with them even if behaviors vary • Avoid pandering to different groups, while respecting their requirements 	

Personal Skills of Paradox Navigator

Skills To what extent am I able to...	Definition/behavior What are specific behaviors associated with skill...	Rate (1 to 10)
6 Surround myself with people better than and different from me	<ul style="list-style-type: none"> • Seek colleagues and friends who differ from me • Ask opinions of people who may differ from me • Access experts who know more than me, listen to their advice, and adapt my insights 	
7 Encourage divergence and convergence	<ul style="list-style-type: none"> • Encourage diversity of thinking if your team or organization tends to groupthink; generate options • Encourage focus if your team or organization has too much diversity and no closure; ensure actions 	
8 Use a decision protocol	<ul style="list-style-type: none"> • Clarify the decision to be made and who is ultimately accountable for making it • Set a timeline for making decision • Gather information to make the best decision • Make decision and build in learning processes to improve 	
9 Have a growth mindset	<ul style="list-style-type: none"> • Take risks to experiment and try new things • Constantly learn from what worked and what did not • Be resilient when things do not work; 	
10 Zoom out and zoom in	<ul style="list-style-type: none"> • Establish a vision and overall purpose • Envision systems and how parts fit together • Focus on the details when necessary 	
	TOTAL:	

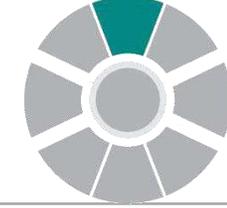


Culture and Change Champion

Competency Definition	Knowledge & Skills needed
<ul style="list-style-type: none">• Able to define the right culture• Learn how to discuss and shape a culture• Able to initiate change• Manages a process for delivering change• Able to sustain change	<ul style="list-style-type: none">• Recognize the value of culture and be able to talk about it in concrete business terms• Be able to architect a roadmap for culture change• Have a discipline for making change happen



Development Opportunities
<ul style="list-style-type: none">• Join change team• Lead change initiatives• Coach individual working on change• Architect the cultural change process• Publicly present culture change processes

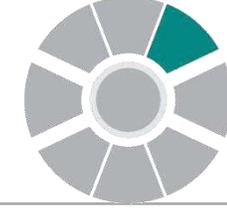


HR Capital Curator

Competency Definition	Knowledge & Skills needed
<ul style="list-style-type: none"> • Optimizing human capital through workforce planning and analytics • Developing talent • Shaping organization and communication practices • Driving performance • Building leadership brand 	<ul style="list-style-type: none"> • Assess innovative HR practices • Source best practices from other companies • Integrate solutions across HR practices • Discover innovative HR practices that will have impact • Manage the flow of talent throughout the organization



Development Opportunities
<ul style="list-style-type: none"> • Become well grounded in innovative HR practices; discern quality HR practices • Attend conferences; follow research/ know theory and latest ideas • Learn to work with other HR experts to offer integrated HR solutions • Work on project teams to offer integrated HR solutions

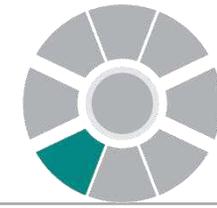


Total Rewards Steward

Competency Definition	Knowledge & Skills needed
<ul style="list-style-type: none">• Understanding how people can find meaning and purpose from work• Manage non financial rewards that motivate right behaviors• Offer innovative financial compensation solutions	<ul style="list-style-type: none">• Understand meaning and purpose and what inspires and motivates people• Discover how people can find meaning or well being at work• Learn the latest trends in compensation and rewards• Create a total rewards philosophy and practice



Development Opportunities
<ul style="list-style-type: none">• Participate in compensation decisions and discussions• Read and learn about trends in rewards• Interview employees to discover what gives them well being• Participate in engagement and well being surveys and actions



Compliance Manager

Competency Definition	Knowledge & Skills needed
<ul style="list-style-type: none">• Ensures that employee rights are defined and defended• Comply with government regulation• Follow the laws on labor policy	<ul style="list-style-type: none">• Understand government regulations and how they can be managed• Master the processes of governance• Encourage legal guidelines



Development Opportunities
<ul style="list-style-type: none">• Be aware of government policies and guidelines• Join lobby groups to influence labor regulation• Find ways to encourage collaboration between government and industry

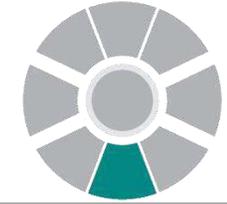


Technology and Media Integrator

Competency Definition	Knowledge & Skills needed
<ul style="list-style-type: none">• Improving the utility of HR operations• Connecting people through technology• Leveraging social media tools	<ul style="list-style-type: none">• Have a deep sense of decisions that need to be made for organization success• Be able to access data to make informed decisions• Use the cloud as a way to improve decision making• Use social media to access information and improve decision making



Development Opportunities
<ul style="list-style-type: none">• Attend HR technology training• Build personal profile and presence in social media• Report on company's social media reputation• Access the latest HR technology solutions



Analytics Designer and Implementer

Competency Definition	Knowledge & Skills needed
<ul style="list-style-type: none">• Accesses information to make HR decisions• Recognizes the role and types of data for improved business decisions• Is comfortable with data based decision making	<ul style="list-style-type: none">• Have a deep sense of decisions that need to be made for organization success• Recognize how to access and use data to make better decisions• Can source puzzle solving and mystery seeking information• Uses statistics for impact



Development Opportunities
<ul style="list-style-type: none">• Learn basics of statistics to interpret data• Read information reports and learn how to use data to improve decisions• Analyze the quality of decisions and how use of data could improve decisions• Access analytics experts

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 HR Associate Ratings	4 Non-HR Associate Ratings
Strategic Positioner	4.13	4.06	4.15	4.22
Credible Activist	4.33	4.36	4.31	4.45
Paradox Navigator	3.99	3.85	4.02	4.11
Culture and Change Champion	4.03	3.99	4.09	4.16
Human Capital Curator	4.01	3.87	4.05	4.14
Analytics Designer and Interpreter	4.01	3.91	4.08	4.14
Total Rewards Steward	3.88	3.74	3.89	3.97
Technology and Media Integrator	3.92	3.69	3.92	3.98
Compliance Manager	4.32	4.36	4.36	4.42
Overall Averages	4.07	3.98	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?
3. Which stakeholders are you representing while you are at the table?
4. How do you help create business value while at the table?

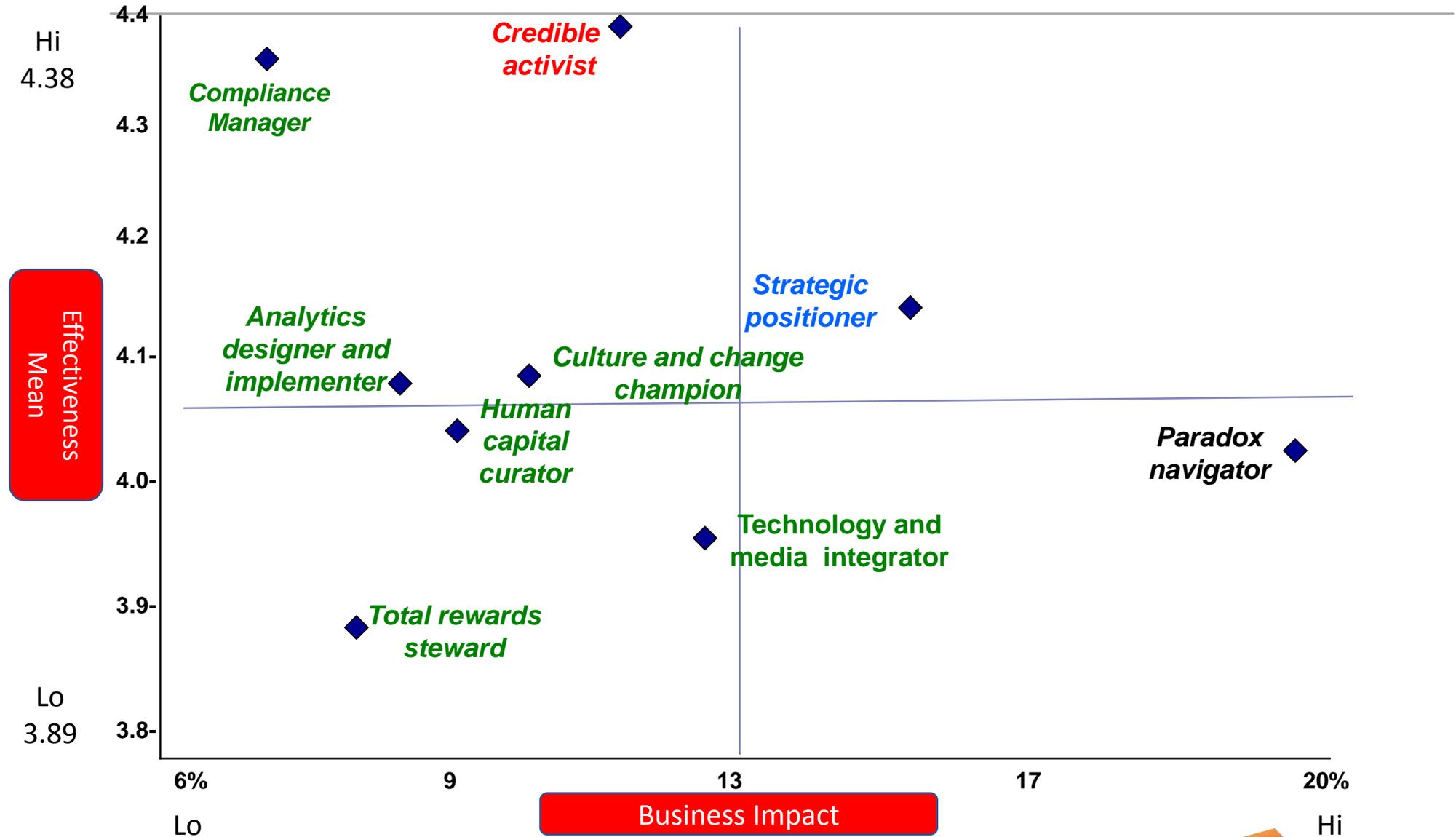
ORGANIZATION: Quality of HR Department

5. How does the HR department affect business results?

Relative Impact of HR Competencies on Key Outcomes

	Outcomes of HR Competences (What is the relevant impact (dividing 100 points) of HR competencies on these outcomes)			
Competence domain	Personal effectiveness	Stakeholders		Business results
		External Customer	Investor	
Credible activist	19.3	11.7	10.2	10.5
Strategic positioner	14.5	19.2	20.5	14.2
Paradox navigator	11.7	11.3	11.1	18.9
Culture and change champion	14.2	14.2	13.7	10.9
Human capital curator	13.1	12.5	13.1	9.0
Rewards steward	6.2	6.4	10.2	8.4
Compliance manager	7.9	7.1	7.2	6.7
Analytics designer and interpreter	8.2	10.0	11.4	8.8
Technology and media integrator	4.9	6.6	6.5	4.2
	100%	100%	100%	100%

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)

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

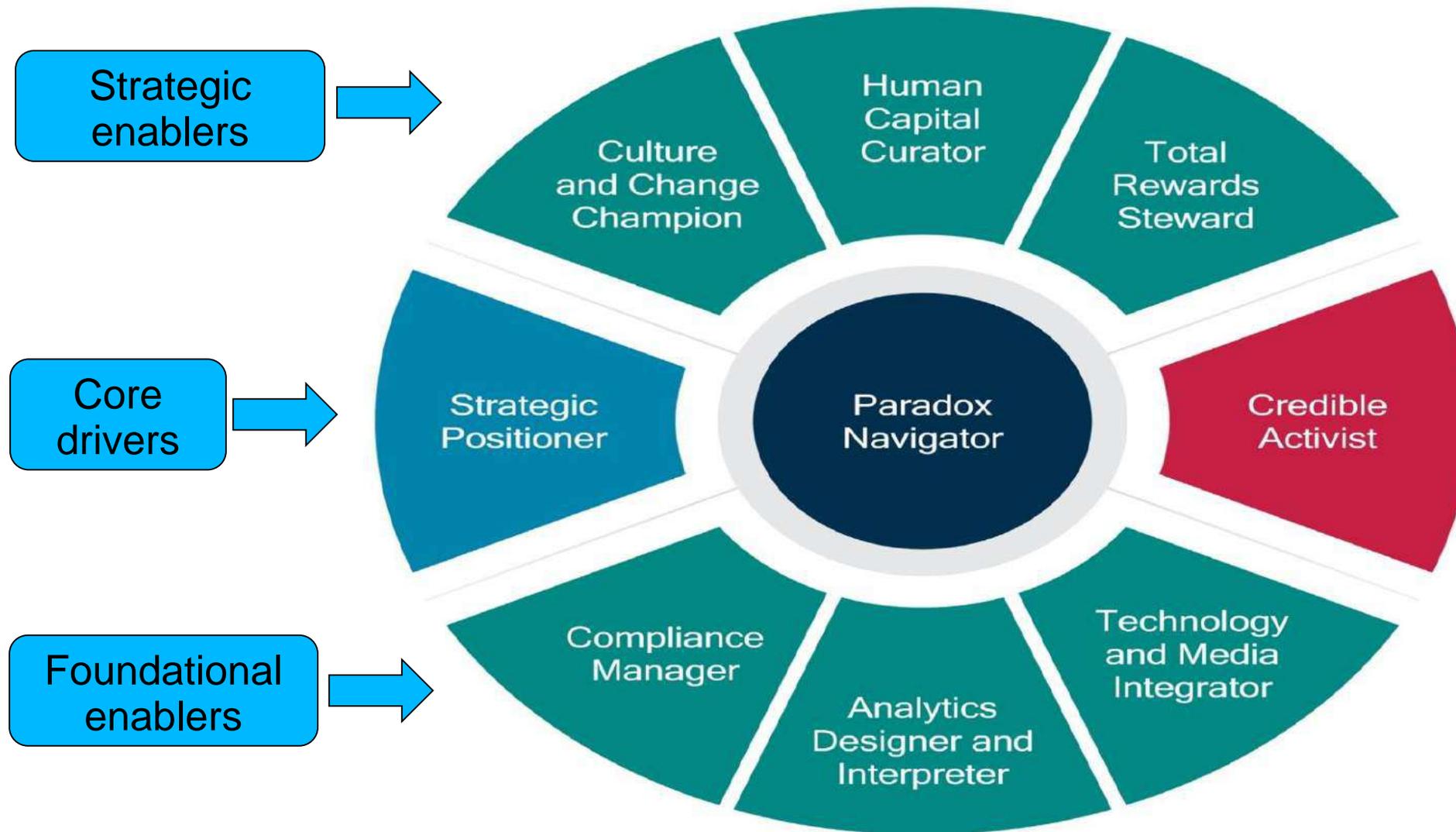
How do you create business value?

- 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



HRCS Round 8

Initial Content Design

- 360 survey
- 60-70% capabilities; 30-40% HR competencies
- Capabilities incorporate Market Oriented Ecosystem logic
- Focus on strategic (not functional) competencies
- Include outcomes at different levels (individual, team, unit, business, etc)

Timeline

- Q2-3 2019 – Identify global business & HR trends with regional partners
- Q4 2019-Q1 2020 – Design survey and online tool
- Q2-3 2020 – Collect data
- Q1-4 2021 – Present results

How can I help HR (department, people, practices) create more value?

Context
(social, technological, economic, political, environmental, demographic)

What are changes in my business context that change internal and external stakeholder expectations?

Organization Capabilities
What does our "organization" need to be good at and known for? (define, assess, embed, enable)

HR Competencies
What do HR professionals need to be, know, and do to increase personal effectiveness, stakeholder value, and business results?

HR Development

Speed, agility, change

Belonging, community, inclusion

Information asymmetry

Interdisciplinary/
collaboration

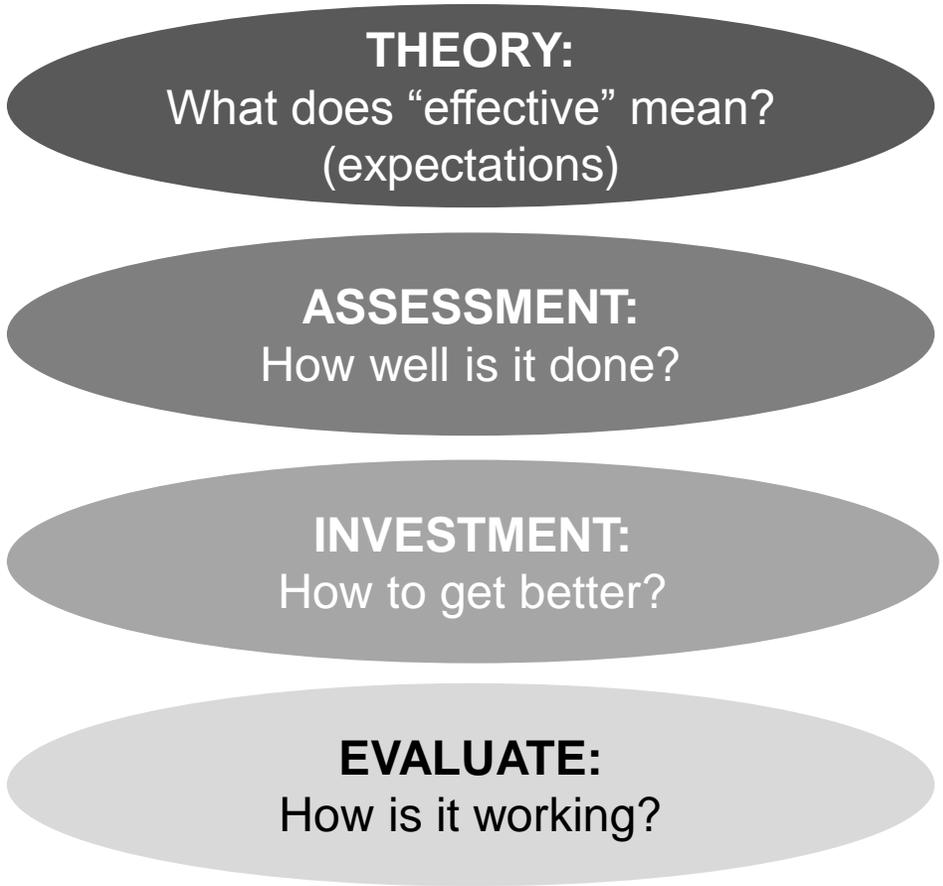
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Roles:
Strategic Partner (align HR to business)
Paradox Navigator (how to do it: disagree, challenge)
Credible Activist (learn how to learn)

Outcomes:
Talent: create empathy, belonging, in – through - out
Organization: reinvent, integrate systems, process redesign, right culture,
Leadership: collective, high potential

Actions:
Analytics: scorecard to insight to intervention to impact
Systems: engage all stakeholders, manage network
Simplify: focus on impact, action

Developing HR professionals



Personal
Being a better HR professional

Organizational
Building better HR professionals

Development: Methodology and Best Practices

There are six critical areas for design, development, and delivery of HR development programs:

1. Audience: Who needs to be taught?
2. Curriculum: What should be taught?
3. Pedagogy: How should it be taught?
4. Faculty: Who will teach?
5. Measures: Are we getting the right results?
6. Process: How do we put it all together?

Menu of development options

Development Options	Use now?	Could use?
Assessments: behavioral, personality, cognitive, technical skill, ...		
Self-service: online courses, lists of readings or access to externally created materials (intranet, membership organizations, industry-specific repositories, ...		
In-house programs: technical and soft skill-building, simulations, leadership, business literacy, ...		
External programs: university-based, tuition reimbursement, certifications, ...		
Job rotations: cross-business, cross-function, employee visits/swaps, ...		
Coaching: internal, external, technical, mentors, etc.		
On-the-job experiences: action learning projects, special assignments, job shadowing, ...		
Industry and community leadership		
Expert forums, readings, etc.		

Let's stay connected!!!

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



@dave_ulrich

Please follow me on **LinkedIn** to view my regular posts with insights and tips.