IT'S A HARD TIME TO BE IN HR!

BUT...

IT'S A GREAT TIME TO BE IN HR!

WHAT IS THE MOST IMPORTANT COMPETENCY YOU WILL NEED IN 2024??

TOP 5 CORE SKILLS FOR 2024

BUSINESS ACUMEN

DATA DRIVEN

DIGITAL APTITUDE

PEOPLE ADVOCACY

EXECUTION EXCELLENCE

EMOTIONAL REGULATION
STRESS MANAGEMENT

TOP 5 CORE SKILLS FOR 2024

EMOTIONAL REGULATION
STRESS MANAGEMENT

- BUSINESS ACUMEN
- DATA DRIVEN
- DIGITAL APTITUDE
- PEOPLE ADVOCACY
- EXECUTION EXCELLENCE

A STORY JUST LIKE YOURS...

SAYING NO

WHEN WAS THE LAST TIME YOU SAID NO TO SOMEONE ELSE'S PRIORITY...

TO MAKE YOURSELF A PRIORITY?

TURN TO YOUR LEFT

Discuss your experience

HANDS UP!!

GROUP ACTIVITY

WHAT IS GETTING IN THE WAY?
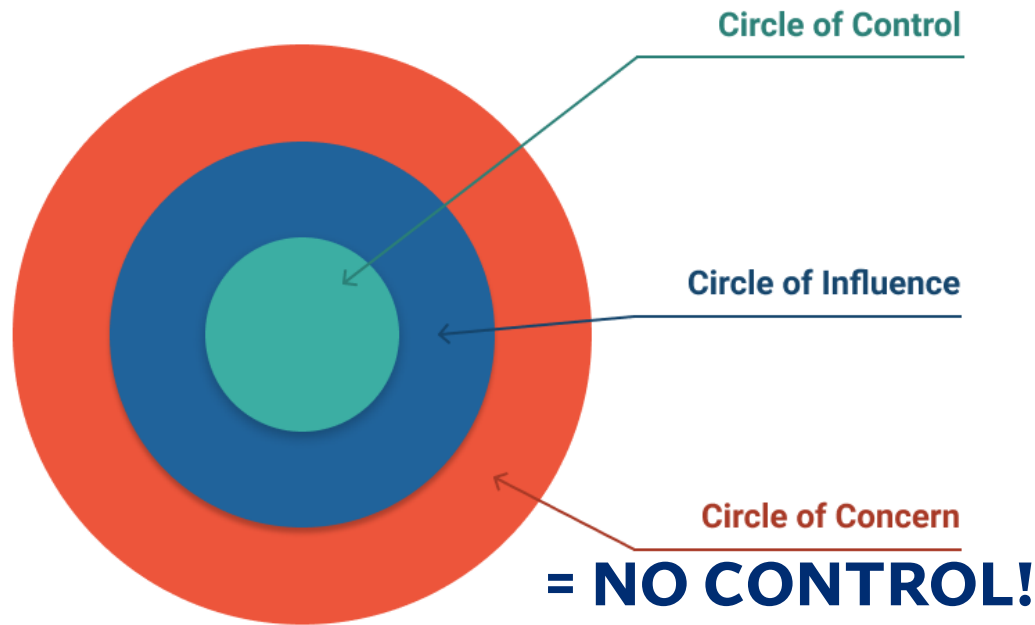## WHAT DOES IT COST YOU EVERY TIME?

Report Out!

YOU DON'T HAVE AN EMT CREW!

SET THE INTENTION!

STEPHEN COVEY'S SPHERE OF CONTROL

Circle of Control

Circle of Influence

Circle of Concern

= NO CONTROL!

We tend to put focus on the outer circle...

We let IT define us!

LET'S GET BACK TO BUSINESS!
TOP 5 CORE SKILLS FOR 2024
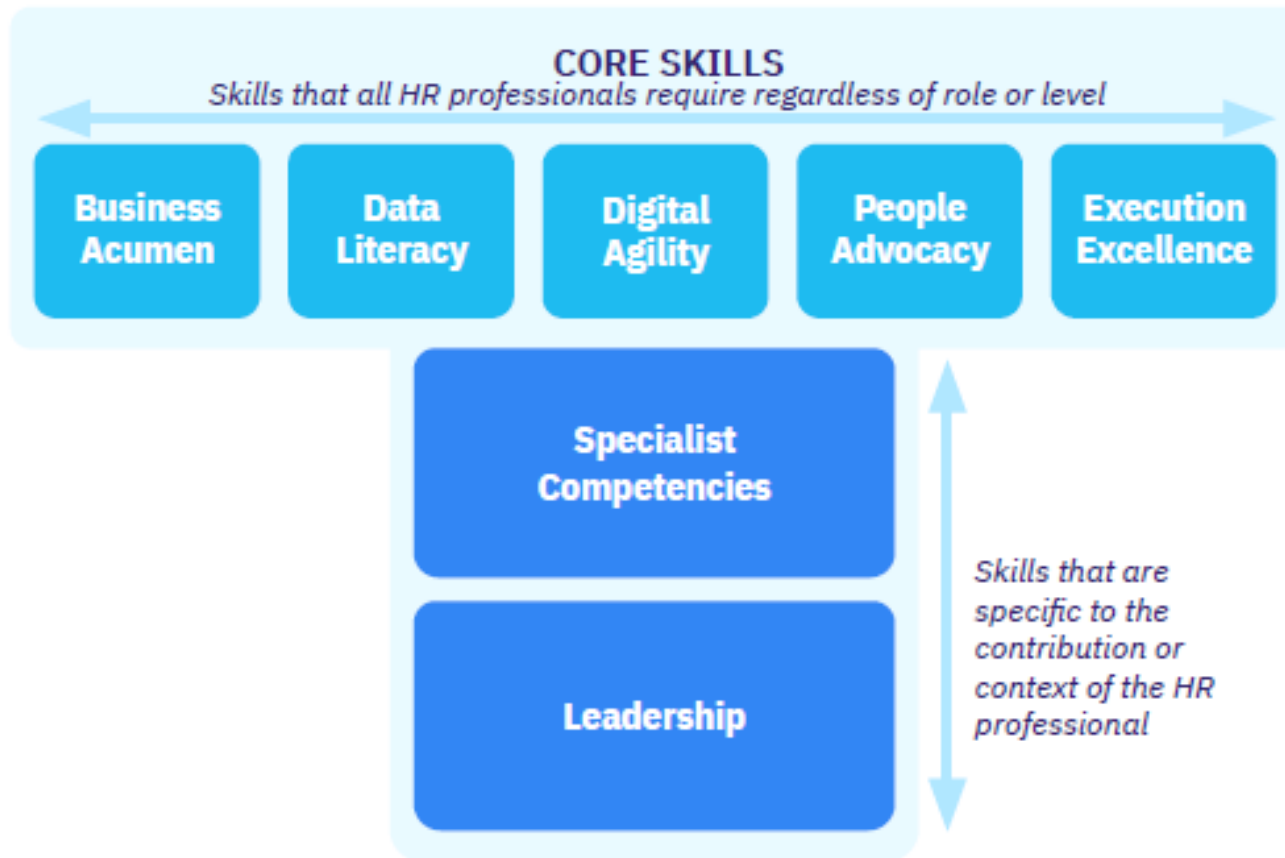
- BUSINESS ACUMEN
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- EXECUTION EXCELLENCE

WHY DO YOU THINK WE STARTED WITH YOU?

T-Shaped HR Competency Framework

CORE SKILLS
Skills that all HR professionals require regardless of role or level

- Business Acumen
- Data Literacy
- Digital Agility
- People Advocacy
- Execution Excellence

Specialist Competencies

Leadership

Skills that are specific to the contribution or context of the HR professional

T-Shaped HR Competency Framework

Business Acumen

- Context Interpretation
- Commercial Fluency
- Customer Understanding
- Strategy Co-Creation

Data Literacy

- Data-Driven
- Analytics Translation

Digital Agility

- Technology Empowered
- Digital Aptitude
- Digital Adoption

People Advocacy

- Culture & Wellbeing
- Change Navigation
- Risk Mitigation & Ethics
- Sustainability

Execution Excellence

- Action Orientation
- Problem Solving
- Interpersonal Skills

Specialist Competencies

- Awareness and Attraction
- People Experience and Culture
- Business Transformation
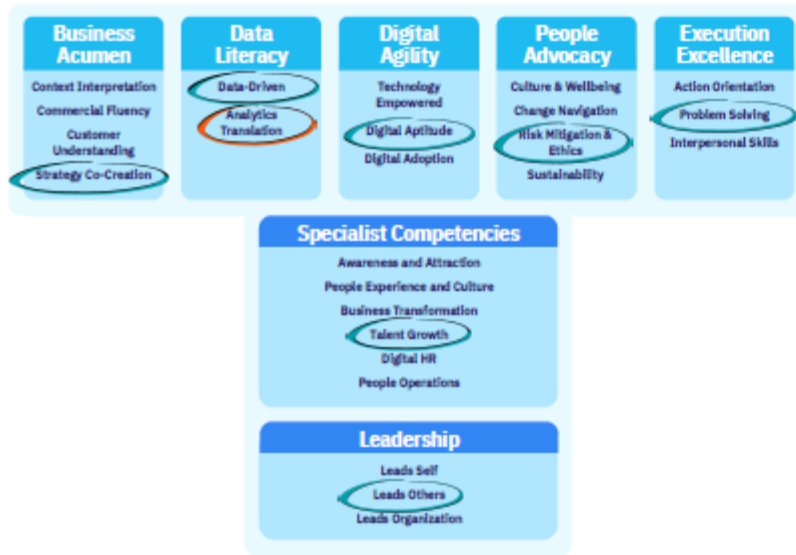- Talent Growth
- Digital HR
- People Operations

Leadership

- Leads Self
- Leads Others
- Leads Organization

T-Shaped HR Competency Framework

Examples of the T-Shaped Model in Practice

Senior HR professional: Anne

Anne is an HR Executive at a multinational FMCG company. As the Chief Learning Officer, she is part of the HR leadership team and leads a team of L&D managers.

Using **data-driven** and **analytics translation**, Anne has identified a number of critical skills gaps within the organization and presented on the challenge to the HR leadership team. She uses her **problem-solving**, **risk mitigation** and **strategy co-creation** skills as well as her deep knowledge of **Learning & Development** to propose radically new priorities for the company's upskilling strategy.

As an experienced facilitator and leader, Anne is also responsible for leadership development within the company. She uses her **coaching** and **conflict management** ability to provide workshops and 1-on-1 coaching sessions for senior management and the C-suite.

T-Shaped HR Competency Framework

COMPETENCY

Data Literacy

The ability to analyze, interpret and communicate people data to derive actionable insights, inform decision-making, and assess HR's contribution to achieving strategic business objectives.
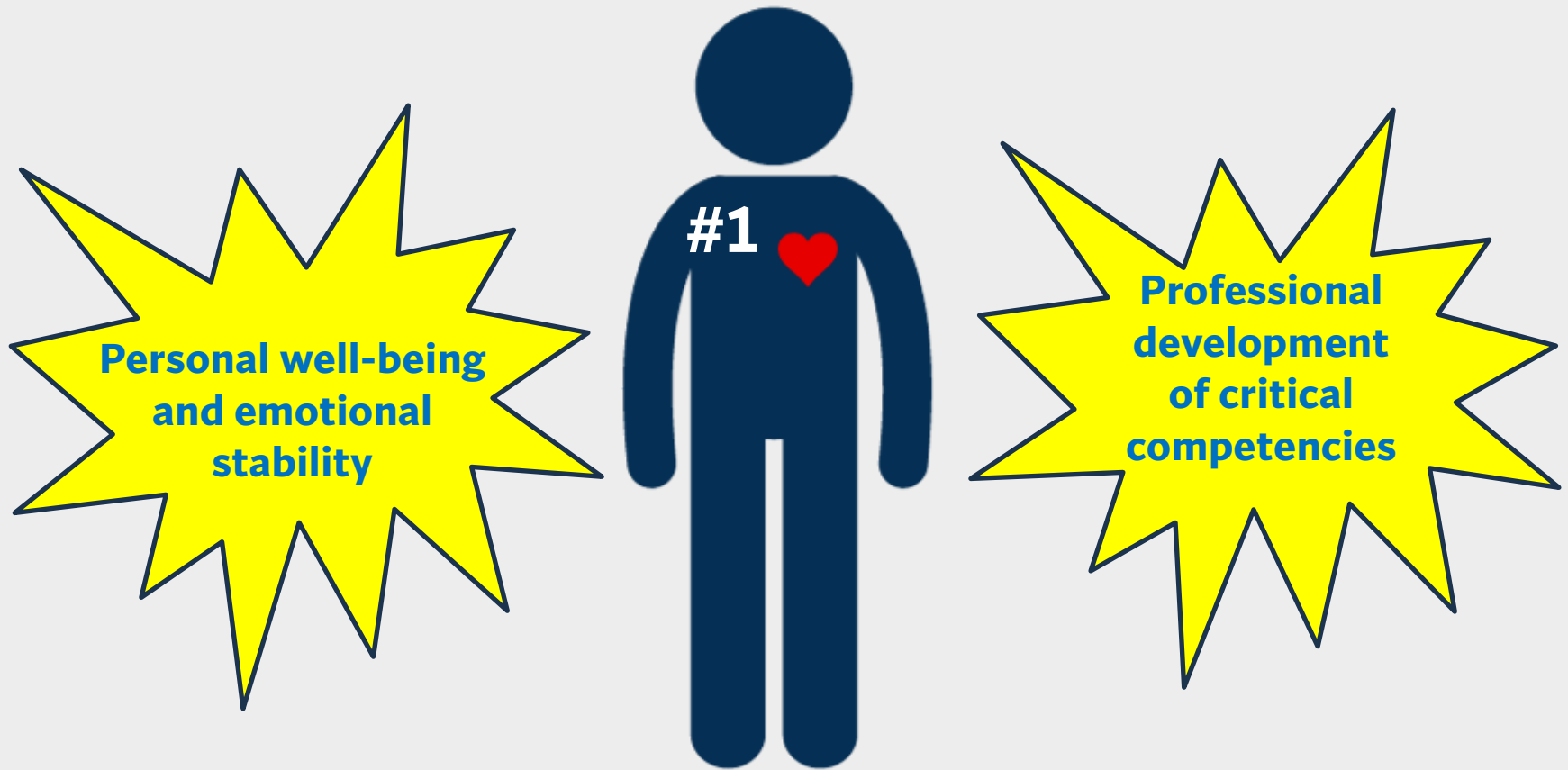
DIMENSIONS

Data-Driven

Grasps & uses data to make decisions and inform practice.

Analytics Translation

Translates people data into actionable insights.

Levels 1 Novice 2 Developing 3 Exemplary

BEHAVIOR	AT DIFFERENT LEVELS
Reads Data *Analyzes and understand data from a variety of sources*	1. Occasionally uses descriptive data analysis to make sense of data. 2. Regularly uses descriptive data analysis to uncover insights from HR data and inform decision-making. 3. Consistently uses data analysis to uncover insights, solve problems, and identify business opportunities.
Creates Data *Identifies opportunities to set KPIs and create value-adding data*	1. Occasionally identifies opportunities to create data to test and validate assumptions. 2. Regularly identifies opportunities to create data across HR practices and processes within a particular context. 3. Proactively identifies opportunities to create data to validate assumptions and inform decisions across HR practices and processes.
Applies Data (Evidence-Based Practice) *Aggregates and applies data from multiple sources to inform decisions*	1. Accepts data at face value and incorporates basic data in the decision-making process. 2. Considers data validity and incorporates more than one source of evidence in the decision-making process. 3. Critically appraises data validity & uses multiple sources of evidence in the decision-making process.
Applies Data Ethically *Works with data in an ethical manner that protects all stakeholders' confidentiality and rights*	1. Knowledgeable on internal policies and legislative/ statutory requirements for ethical people data management 2. Applies knowledge of statutory requirements and internal policies and guidelines to ethical people data management 3. Proactively identifies potential ethical issues for data, privacy, and confidentiality and mitigates risk

Source: AIHR – Academy To Innovate HR

The WHOLE Person Rule

#1

Personal well-being and emotional stability

Professional development of critical competencies

You can't take care of others if you don't take care of yourself...

No one is going to save you but YOU!

"THE DEFINITION OF **INSANITY** IS DOING THE SAME THING OVER AND OVER **OVER AGAIN,** BUT EXPECTING **DIFFERENT RESULTS"**

ALBERT EINSTEIN

WHAT WILL YOU DO TO CHANGE THE TIDE?

Pam
Thornton

Director
Strategic HR
Services

EANE

Thank you!!

pthornton@eane.org