

# HR Competency 360

*Individual Report for **Spensa Sample***



HRCS

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## The HRCS 8 Competency Model

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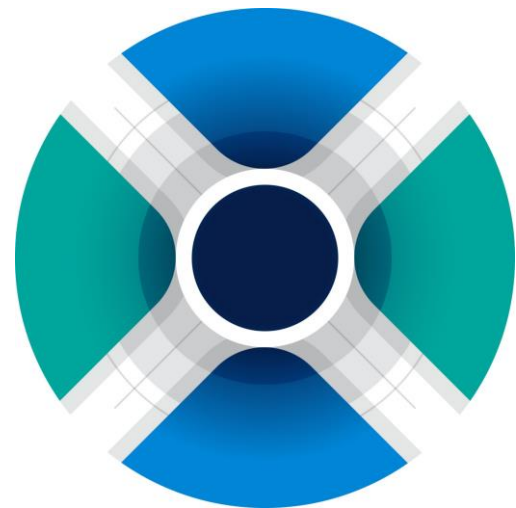
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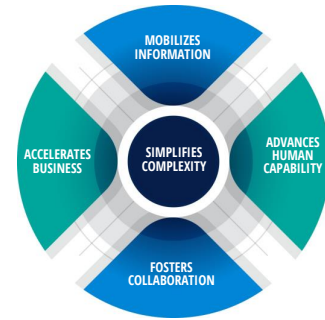


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For more than 30 years, the HR Competency Study (HRCS) — sponsored by The RBL Group and the Ross School of Business at the University of Michigan — has empirically defined the competencies of HR professionals and how those competencies impact performance. Round 8, with 19 global partners, includes data from more than 28,000 study participants and includes broad representation from across the globe. This round focused in greater detail on understanding the competencies that are critical for strategic business partnering that impacts business results and on the organization capabilities HR helps deliver.



## Accelerates Business

This domain captures the extent to which HR professionals are able to accelerate business results. To add value, HR professionals must generate competitive market insights, have personal capital, have the skills to influence the business, and get the most important things done. Additionally, they must help drive agility throughout the organization.



## Advances Human Capability

This domain captures the extent to which HR professionals can successfully advance human capability in the organization. It includes a focus on working with line leaders to elevate and develop talent and delivering HR solutions that improve both individual talent (human) and organization performance (capability). It also includes a specific focus on championing diversity, equity, and inclusion in the workplace to improve overall organizational performance.



## Simplifies Complexity

This domain captures the extent to which HR professionals can think critically and objectively about the challenges their organization faces. It reflects the ability to separate signal from noise, think independently, and discover opportunity even during times of uncertainty or crisis.



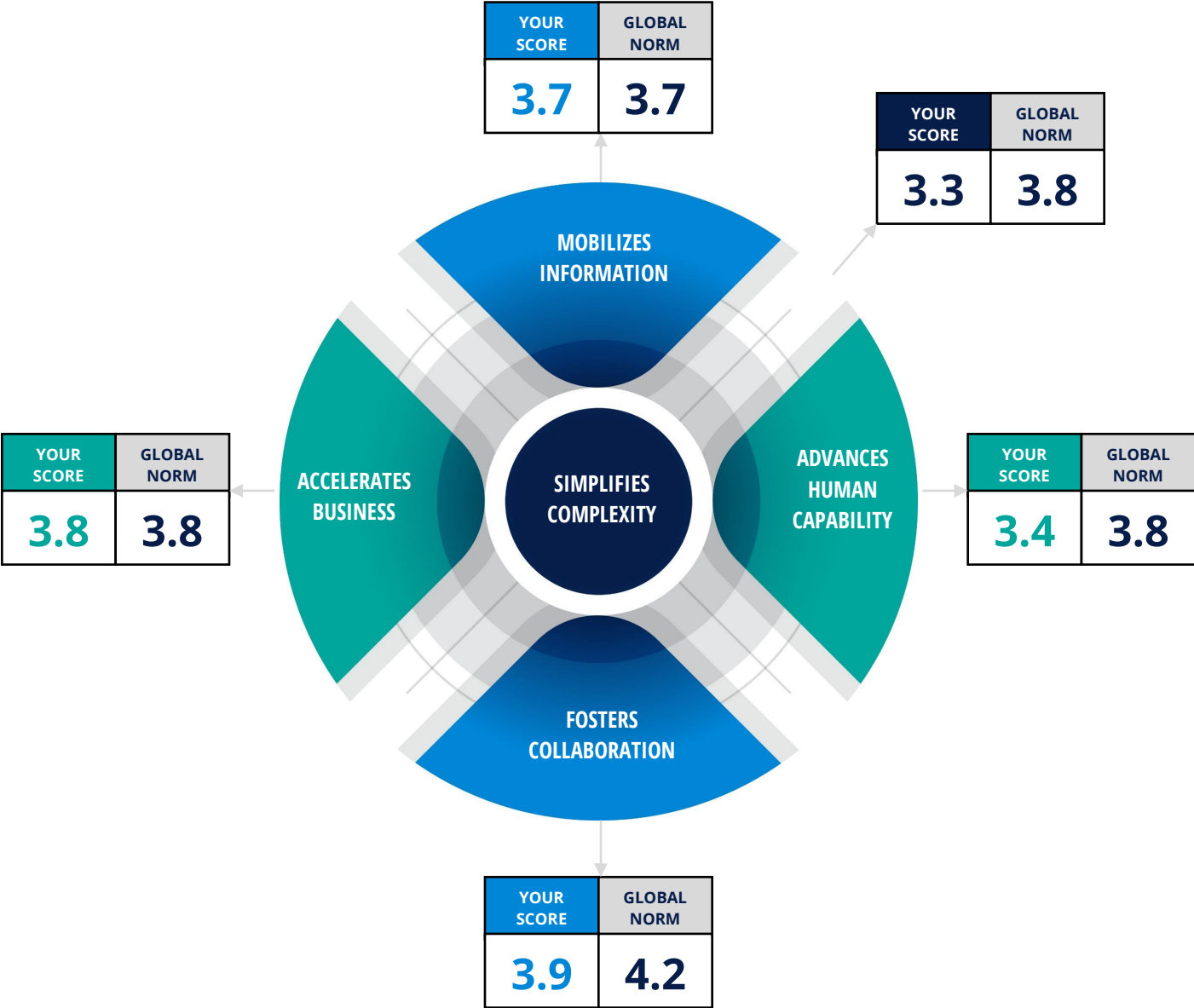
## Mobilizes Information

This domain captures the extent to which HR professionals are able to access, analyze, and act on information by using technology to solve problems and influence decisions. It reflects a comfort with data-based decision making, curiosity about advancing digital technologies, and understanding of social issues that will impact the organization.



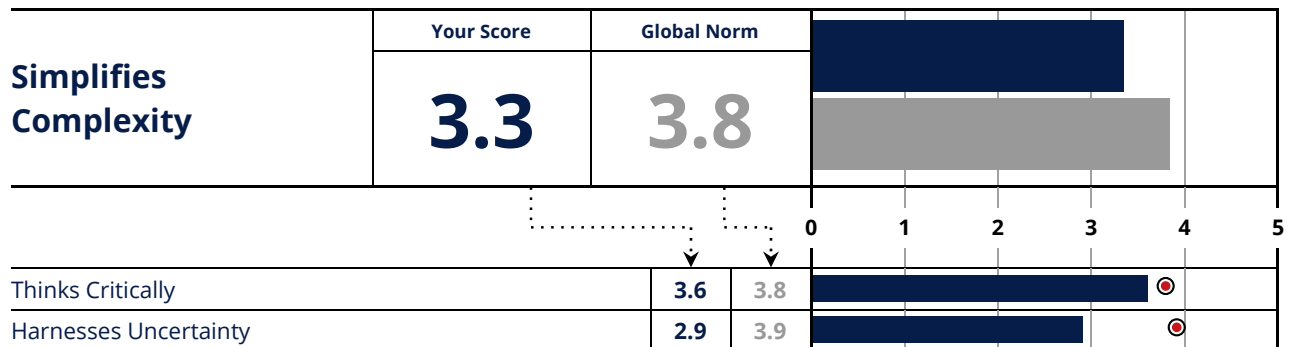
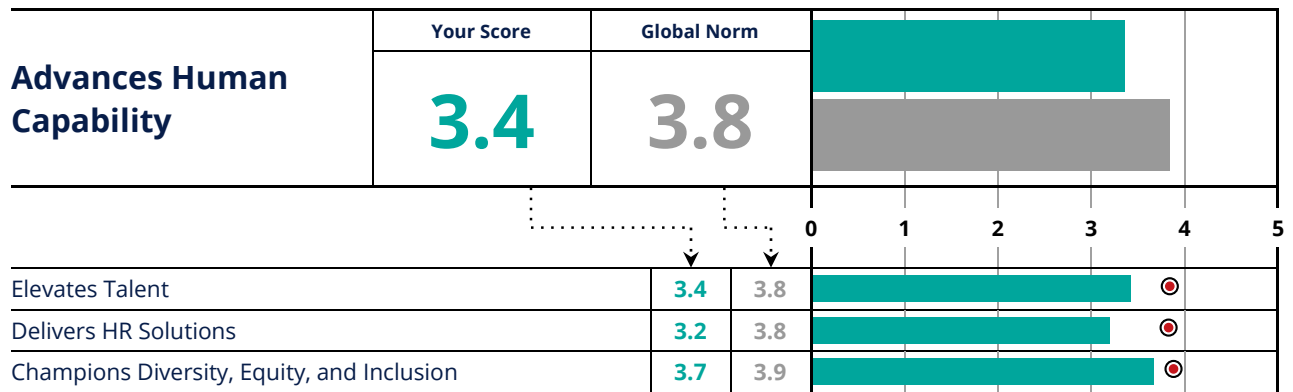
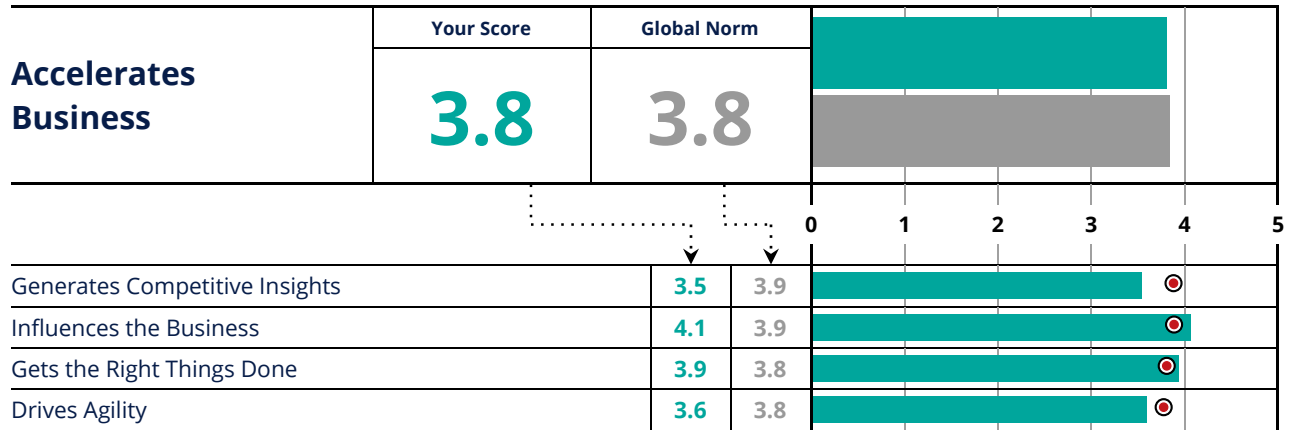
## Fosters Collaboration

This domain captures the extent to which HR professionals successfully foster collaboration or working together. It includes considerations of how open and self-aware they are, how effectively they inspire trust and respect, and how effectively they build relationships that bring people together.



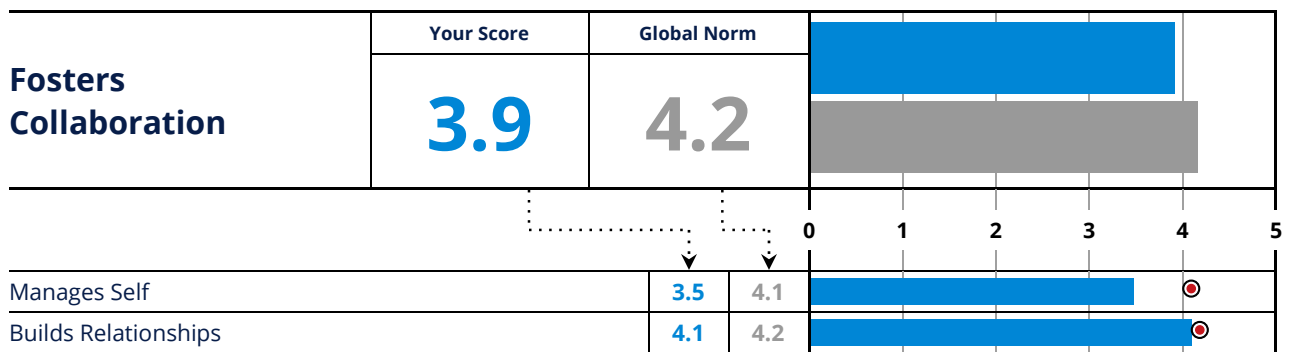
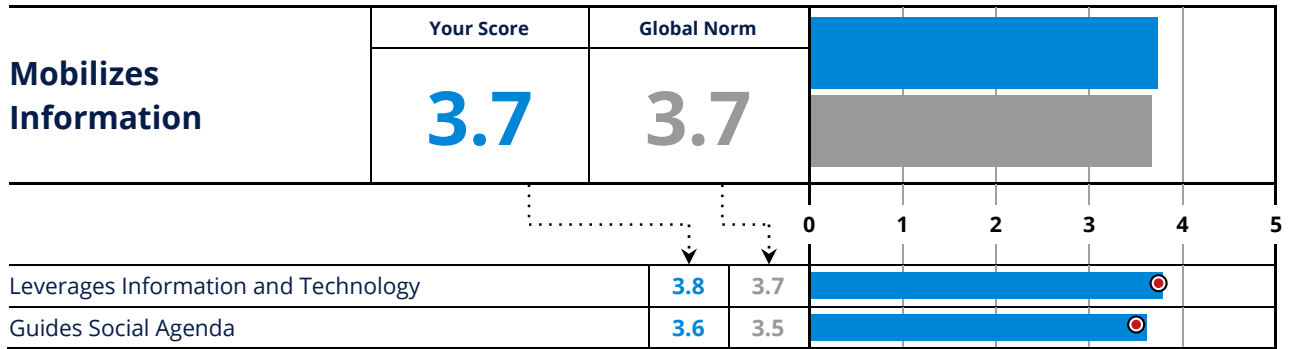
## 2.2 Your Factor Scores

Global Norm 



# Your Factor Scores (continued)

Global Norm 



## 3.1 Your Strengths and Opportunities

The items listed below were identified as strengths and development needs.

### Consensus Strengths

*(These items were rated **HIGHEST** by your raters and yourself.)*

ITEMS	DOMAIN / FACTOR
Demonstrates personal integrity and ethics	Fosters Collaboration: Manages Self
Has history of delivering results	Accelerates Business: Gets the Right Things Done
Has earned trust with key internal stakeholders	Fosters Collaboration: Builds Relationships

### Hidden Strengths

*(These items had the greatest **POSITIVE** gap between your raters' score and your score.)*

ITEMS	DOMAIN / FACTOR
Monitors the impact of change efforts	Accelerates Business: Drives Agility
Identifies and prioritizes key positions	Accelerates Business: Influences the Business
Provides guidance on how HR practices can deliver key outcomes	Accelerates Business: Influences the Business

### Consensus Opportunities

*(These items were rated **LOWEST** by your raters and yourself.)*

ITEMS	DOMAIN / FACTOR
Stays calm during organizational crises	Simplifies Complexity: Harnesses Uncertainty
Leverages non-local talent effectively when needed	Advances Human Capability: Delivers HR Solutions
Is receptive to feedback	Fosters Collaboration: Manages Self

### Hidden Opportunities

*(These items had the greatest **NEGATIVE** gap between your raters' score and your score.)*

ITEMS	DOMAIN / FACTOR
Focuses internal organizational actions on creating value for customers	Accelerates Business: Generates Competitive Insights
Understands who makes key decisions in your organization (e.g., people who control important resources)	Accelerates Business: Influences the Business
Values people with different talents, skills, and backgrounds	Fosters Collaboration: Builds Relationships

## 3.4 Rater Differences

These items listed below had the **largest gaps between rater groups**. Highlighted scores indicate whether it was among your top 10 highest and/or lowest scoring items (see Individual Item Frequency table for other items.)

Item		SUPERVISORS	HR ASSOCIATES	NON-HR ASSOCIATES
<b>#44</b>	Stays calm during organizational crises	4.0	1.3	2.3

Item		SUPERVISORS	HR ASSOCIATES	NON-HR ASSOCIATES
<b>#32</b>	Helps employees find meaning and purpose in their work	4.0	1.7	3.3

Item		SUPERVISORS	HR ASSOCIATES	NON-HR ASSOCIATES
<b>#37</b>	Emphasizes the value of diversity with employees and leaders	2.0	3.7	4.0

Item		SUPERVISORS	HR ASSOCIATES	NON-HR ASSOCIATES
<b>#42</b>	Thinks independently rather than follows external checklists/best practices	5.0	3.0	3.3

Item		SUPERVISORS	HR ASSOCIATES	NON-HR ASSOCIATES
<b>#34</b>	Ensures that HR practices comply with government laws	5.0	3.0	4.0

 High Score       Low Score

Each rater group interacts with you in a different setting. These differences allow for unique perspectives on your HR competencies. A large difference in ratings indicates that your item comes across differently to different people. Think about these differences as you put together your individual development plan.

### Additional Differences

There may be additional items where there was significant disagreement among your rater groups. For a full listing of items by rater group scores, see the Individual Item Frequency Table.



In this section you will find your raters' responses to the open-ended questions. These comments are shown exactly as your raters have entered them. **They have not been edited in any way.**

### *1. What are Spensa Sample's greatest strengths as an HR professional?*

#### **Supervisors**

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1. Sharp intellect combined with excellent interpersonal skills and increasing confidence to challenge

#### **Other Raters**

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1. Passionate, authentic, knowledgeable, engages effectively at all levels
2. High integrity and honesty. Courage to intervene with senior leaders. Very good listening skills and give very helpful feedback. Team player.
3. Jane is successfully able to combine high levels of intellect and thinking, with excellent people and communication skills, to move teams and organisations forward in an action oriented and constructive way. Her ability to operate at high levels across all facets of being an HR professional, set her above many (most) of her peers. Most people have strengths in a few areas, Jane typically operates at a high level across multiple areas, if not all.
4. Listening and collaboration
5. Jane is an excellent collaborator. She proactively reaches out across teams/organizations with the aim to find the best solution. She is very willing and capable of expressing her point of view even when not popular, including "standing up to" very senior leaders. She is a very effective listener, testing to ensure she understands before just jumping to her own point of view (which is not always the case with all HR professionals). She balances nicely a sense of humor and seriousness.
6. Coaching ability and builds very strong business partnering relationships through good listening skills, understanding the business, a high EQ and IQ and a very inquisitive attitude.

### *2. If there were one single thing Spensa Sample could do to become more effective, what would it be? Why this?*

#### **Supervisors**

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1. Increasing level of ownership for complex challenges that do not come with straightforward actions

#### **Other Raters**

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1. simplify more to speed up decision making
2. When it comes to assessing people - make sure you test their projected image with the next level down in the organisation or the peers.
3. Be clear on accountability or consider delegation, whilst also taking into account when best to balance challenge and coaching with creating opportunities to allow risk taking with clear accountability.
4. Jane is very energised to deliver and get things done. She could take a step back to check if steps she is quickly taken need to be taken/are the right ones.
5. While as she grew in confidence in the role she did more and more of this, I think she can be more effective by more quickly putting her "stamp" on things, meaning expressing her recommendations quicker based on confidence from her prior experiences.
6. stop underestimating herself. Especially in a new role or new setting don't think you have to start again from scratch. Your reputation and experience succeeds you.

In this section you will find your raters' responses to specific items that were **rated 2 or below**. These comments are shown exactly as your raters have entered them. They have not been edited in any way.

### *4. Aligns organizational brand with customers, shareholders, and employees*

1. Nothing specific to Jane - she is just operating the systems that other design and defend.

### *31. Leverages non-local talent effectively when needed*

#### **Supervisors**

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1. With her workload, and now post-pandemic, we could use this resource more.

#### **Other Raters**

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1. I don't see this used very much, and I could see instances where it would have been helpful for specific projects.
2. I think she could use this more, especially delegation of tasks when she's too busy to take care of it herself.
3. something worthwhile to consider, as this is key to future markets as we emerge from the pandemic

### *32. Helps employees find meaning and purpose in their work*

1. I think the new leadership model will help articulate this better in the work that we do, but she hasn't done much with this in the past.
2. I've seen her start to try to do this, but she could do more work here.

### *26. Works with line managers in developing their staff*

#### **Supervisors**

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1. The new leadership model will help with this endeavour.

### *56. Is receptive to feedback*

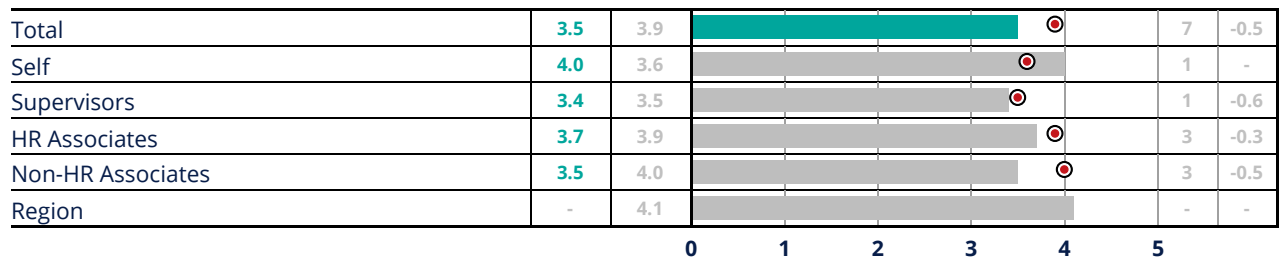
1. At this level in the organization, there are a lot of egos to deal with. It would be better if she would accept feedback from her peers.

### *44. Stays calm during organizational crises*

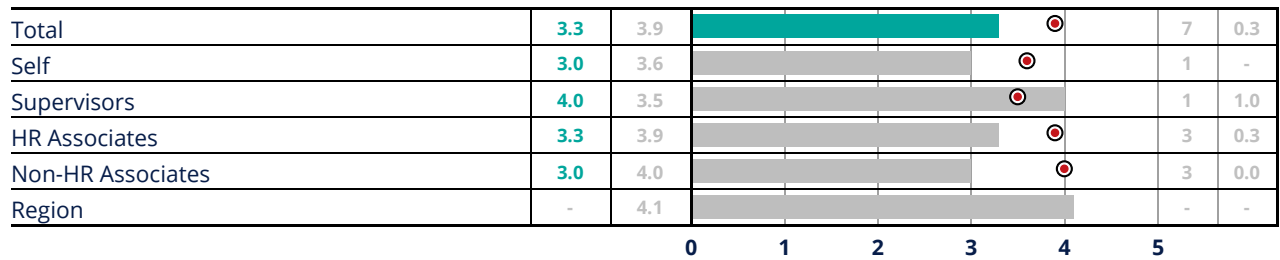
1. She got a little frustrated, and I could see that in her responses. She did recover well, but needed space and time to do so.



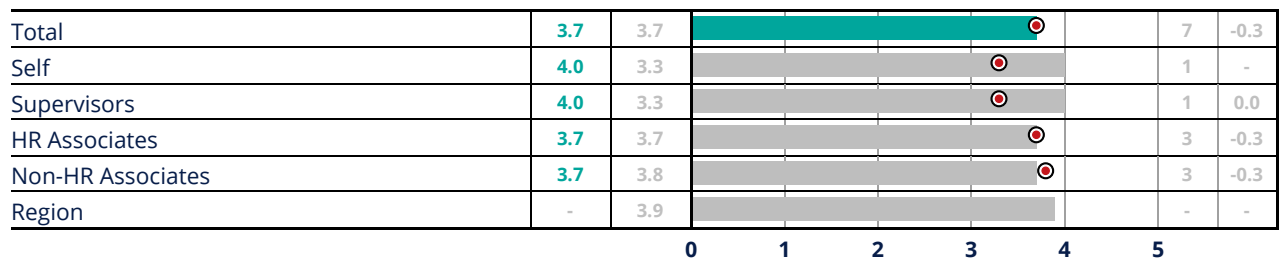
## Generates Competitive Insights



1. Understands changes in your organization's external environment (e.g., social, technological, economic, political, environmental, demographic, etc.)



2. Understands how to compete against other organizations in your market



# 5.6 Individual Item Frequency Table

The following table presents a detailed breakdown of the frequency of scores for each item in the survey, from your highest overall scored item to the lowest overall scored item. Additionally, the highest and lowest scored items for each respondent group are highlighted.

Item	Self	Total					Supervisors					HR Associates					Non-HR Associates								
	score	score	1	2	3	4	5	score	1	2	3	4	5	score	1	2	3	4	5	score	1	2	3	4	5
58. Demonstrates personal integrity and ethics	5.0	4.7	-	-	-	2	5	4.0	-	-	-	1	-	4.7	-	-	-	1	2	5.0	-	-	-	-	3
14. Has history of delivering results	5.0	4.6	-	-	-	3	4	4.0	-	-	-	1	-	4.7	-	-	-	1	2	4.7	-	-	-	1	2
10. Stands up to senior leaders when appropriate	4.0	4.6	-	-	-	3	4	5.0	-	-	-	-	1	4.0	-	-	-	3	-	5.0	-	-	-	-	3
9. Identifies and prioritizes key positions	3.0	4.4	-	-	1	2	4	5.0	-	-	-	-	1	4.3	-	-	1	-	2	4.3	-	-	-	2	1
60. Has earned trust with key internal stakeholders	5.0	4.3	-	-	1	3	3	4.0	-	-	-	1	-	4.7	-	-	-	1	2	4.0	-	-	1	1	1
62. Treats people fairly regardless of an individual's background	5.0	4.3	-	-	-	5	2	4.0	-	-	-	1	-	4.3	-	-	-	2	1	4.3	-	-	-	2	1
63. Respects peers and leaders from different backgrounds or cultures	4.0	4.1	-	-	1	4	2	4.0	-	-	-	1	-	4.0	-	-	1	1	1	4.3	-	-	-	2	1
59. Works effectively with individuals at all levels of your organization	4.0	4.1	-	-	-	6	1	4.0	-	-	-	1	-	4.0	-	-	-	3	-	4.3	-	-	-	2	1
12. Provides guidance on how HR practices can deliver key outcomes	3.0	4.1	-	-	-	6	1	5.0	-	-	-	-	1	4.0	-	-	-	3	-	4.0	-	-	-	3	-
61. Values people with different talents, skills, and backgrounds	5.0	4.1	-	-	1	4	2	4.0	-	-	-	1	-	4.3	-	-	-	2	1	4.0	-	-	1	1	1
7. Contributes to creating your organization's strategy	3.0	4.0	-	-	1	5	1	4.0	-	-	-	1	-	4.0	-	-	1	1	1	4.0	-	-	-	3	-
15. Effectively manages the tensions between strategic issues and operational details	3.0	4.0	-	-	1	5	1	3.0	-	-	1	-	-	4.0	-	-	-	3	-	4.3	-	-	-	2	1
6. Understands who makes key decisions in your organization (e.g., people who control important resources)	5.0	3.9	-	-	1	6	-	4.0	-	-	-	1	-	4.0	-	-	-	3	-	3.7	-	-	1	2	-
5. Knows how investors value your organization	4.0	3.9	-	-	3	2	2	3.0	-	-	1	-	-	4.7	-	-	-	1	2	3.3	-	-	2	1	-
16. Aligns performance standards to changing business demands	3.0	3.9	-	-	2	4	1	5.0	-	-	-	-	1	4.0	-	-	-	3	-	3.3	-	-	2	1	-
55. Anticipates the emerging societal issues (e.g., social, environmental, political) that will become important to the organization	3.0	3.9	-	-	1	6	-	4.0	-	-	-	1	-	3.7	-	-	1	2	-	4.0	-	-	-	3	-

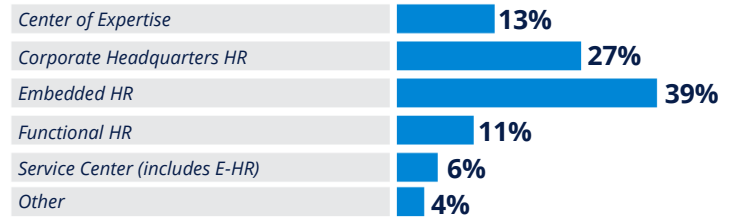
 Ten **highest** scores by rater group       Ten **lowest** scores by rater group

## Study Participants

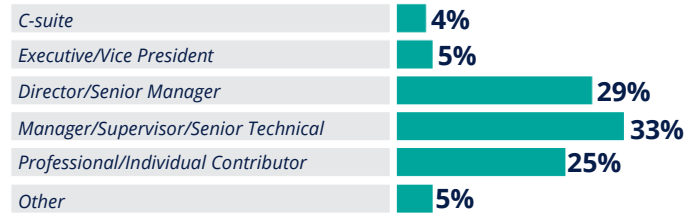
Global Norms are based on the overall mean from the following respondents:



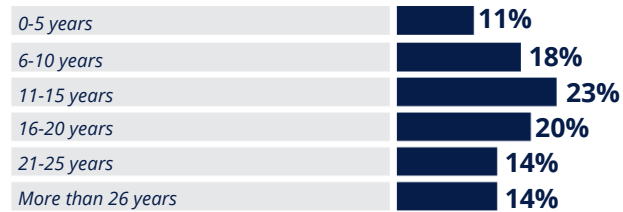
## Primary Role of HR Participant



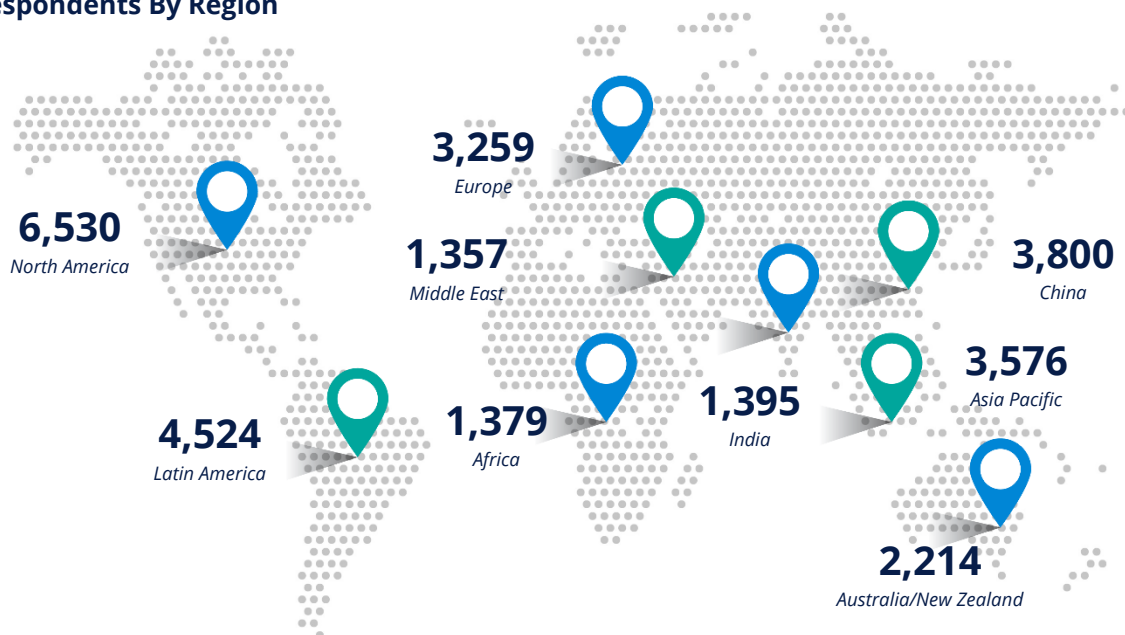
## Primary Level of HR Participant



## Total Tenure of HR Participant



## Respondents By Region



The HR Competency assessment is based on the most comprehensive research of its kind. Comparison data is from more than 28,000 respondents globally who participated in the eighth round of the Human Resources Competency Study (HRCS), conducted jointly by The RBL Group and Ross School of Business at the University of Michigan, with support from our regional partners:





*Your customers' expectations drive everything we do*

Organizations inspire confidence as they build distinctive capabilities that delight customers and enhance key relationships. When organizations make and keep the right promises, customer experience improves, investor confidence increases, employees are invigorated, and society benefits. Unlocking the full potential of your people and organization to drive business results has to start with a solid understanding of what it takes to win in customer minds and financial marketplaces. Without this mindset, internal actions of leaders, HR professionals and the organization miss the mark. But when you build your HR, leadership and organizational design on a foundation of what customers and investors want and need, this tighter alignment paves the way to bigger, faster wins.

For more information on strategic HR and the HR Competency Study Research:

<https://www.rbl.net/research>

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*We help you build the capabilities you need to more effectively deliver on your promises.*



**Consulting**

Transform and align your organization to better enable you to deliver on stakeholder expectations.



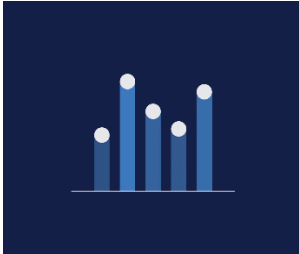
**Development**

Build the leadership and HR competencies that have the greatest impact on improving stakeholder confidence.



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**Assessments**

Benchmark individual and organizational performance and identify areas where improvement will have the biggest impact on customer and shareholder expectations.