

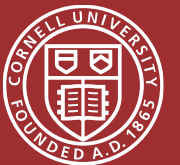
BUILDING HR CAPABILITIES TO THRIVE IN THE NEW WORLD OF WORK

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CHANGES IN BUILDING HR CAPABILITIES

- Targeted HR Skill & Capability Building
- Approach to Support HR Learning & Development
- Challenge Area: HR Career Development

HRBP LEADER -- 2018

Key Roles & Responsibilities



Traits & Personal Attributes

- Strategic & “Big Picture” Thinker
- Interpersonal Savvy; Ability to Influence & impact
- Emotional Intelligence
- Candid, Courageous & Tough-Minded
- Ethics & Integrity/Trusted Advisor
- Business Outcome Focused
- Integrator & Applicator of Information & Knowledge
- Continuous Learner
- Applies Judgment Based on Both Experience & Data

Competencies & Capabilities

- Translates Deep Industry & HR Knowledge into Business Drivers
- Change Leadership
- Strategic Talent Mindset
- Leadership Development of Individuals and Teams
- Organizational Agility
- Complex Problem Solving
- Systems Thinking
- Basic Project Management Skills & Practices
- Consultation Agility
- Facilitation and Coaching Skills
- Technological & Social Media Savvy
- Global & Cultural Fluency

HRBP LEADER - 2022

Key Roles & Responsibilities

Organizational Effectiveness	Talent Strategy
Leadership Development	Coaching & Advising

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COE LEADER - 2018

Key Roles & Responsibilities

<p>Thought Leadership & Innovation</p>	<p>Expert Analysis & Consultation</p>
<p>Global Program Design & Delivery</p>	<p>Global Process Ownership & Compliance</p>

Traits & Personal Attributes

- Interpersonal Savvy/Strong Networker
- Lifelong learning
- Ethics & Integrity/Trusted Advisor
- Managing Amiguity
- Strategic & “Big Picture” Thinker
- Customer & Service Focus
- Global Expertise
- Cross-cultural Understanding and Sensitivity
- Openness and Willingness to Innovate
- Ability to Collaborate and Network Across Silos

Competencies & Capabilities

- Deep Subject Matter Expertise
- Business-First Mindset
- Change Leadership
- Excellent Communicator (Internally & Externally)
- Solution Design & Management/Design Thinking
- Systems Thinking
- Continuous Self Development & Updating
- Complex Problem Solving
- Organizational Agility
- Expert Project Management Skills & Practices
- Consultation Skills
- People Management (Leading and Developing Teams & Others)
- Data/Digital Acumen

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2022 HR FOCUS AREAS

Specialty Areas of Emphasis

- **Compensation**
- **Talent Management**
- **Labor Relations**
- **Well-being**

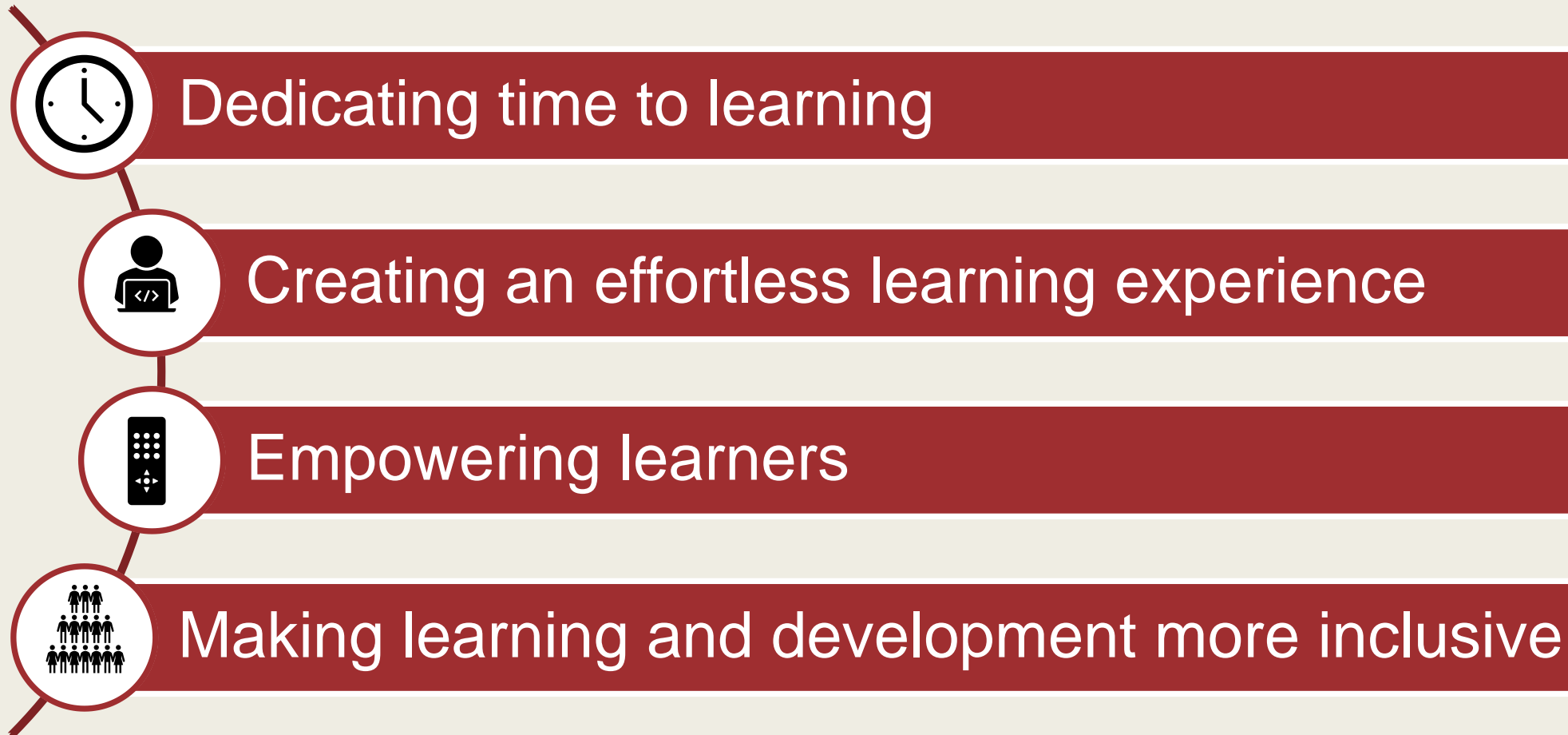
Competencies & Capabilities

- **Business Acumen/Leadership**
- **Strategic Thinking**
- **Consultation/Business Partnering**
- **Digital & Data Analytics**

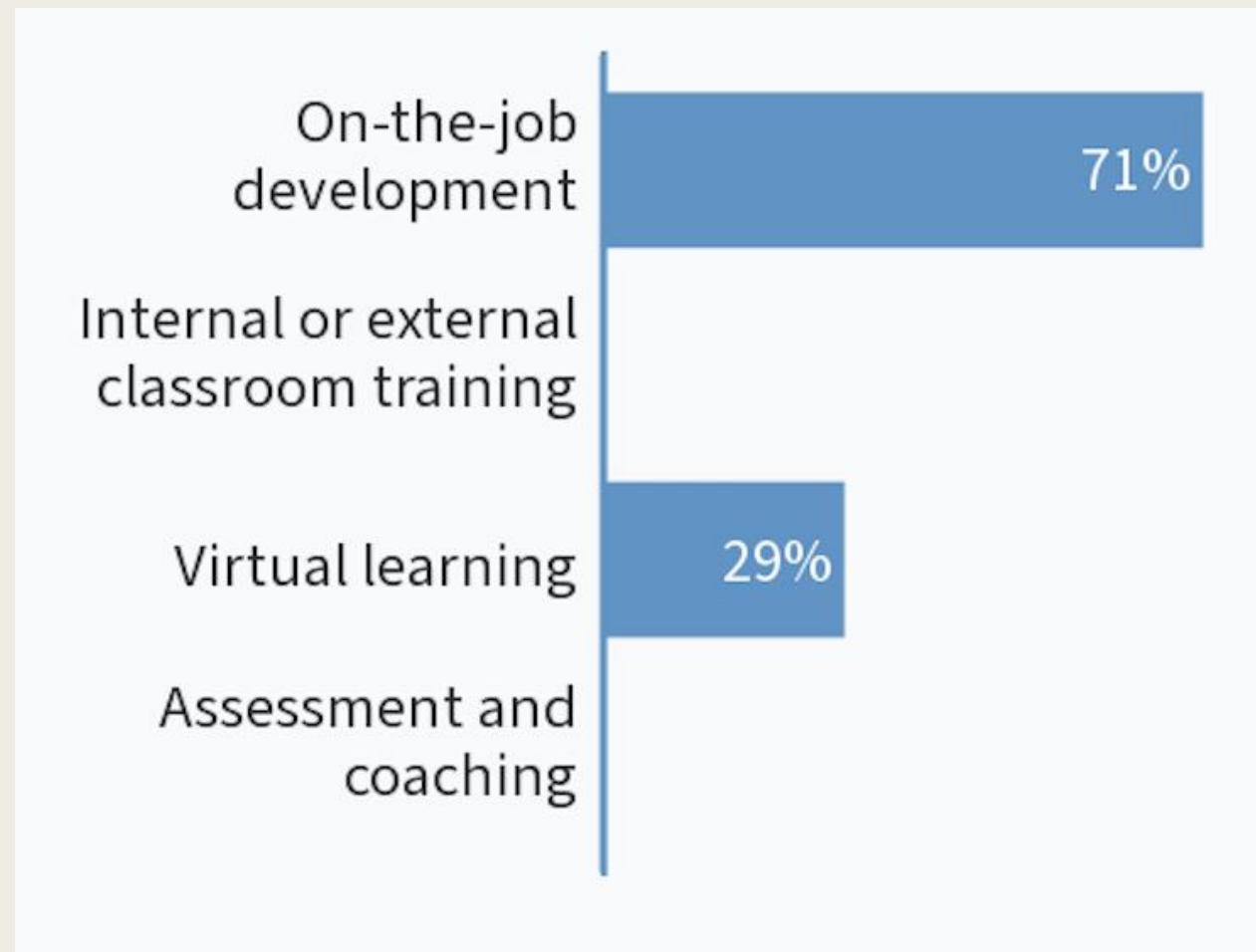
WHAT HR SKILLS AND CAPABILITIES IS YOUR COMPANY FOCUSING ON?



APPROACHES TO SUPPORTING HR LEARNING & DEVELOPMENT



WHICH OF THE FOLLOWING APPROACHES DOES YOUR ORGANIZATION RELY ON THE MOST FOR HR LEARNING AND DEVELOPMENT?



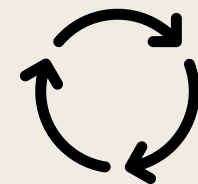
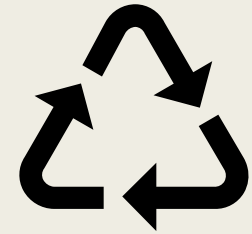
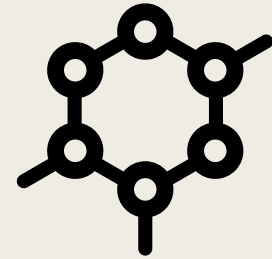
A CHALLENGE: HR CAREER DEVELOPMENT

Breadth of exposure

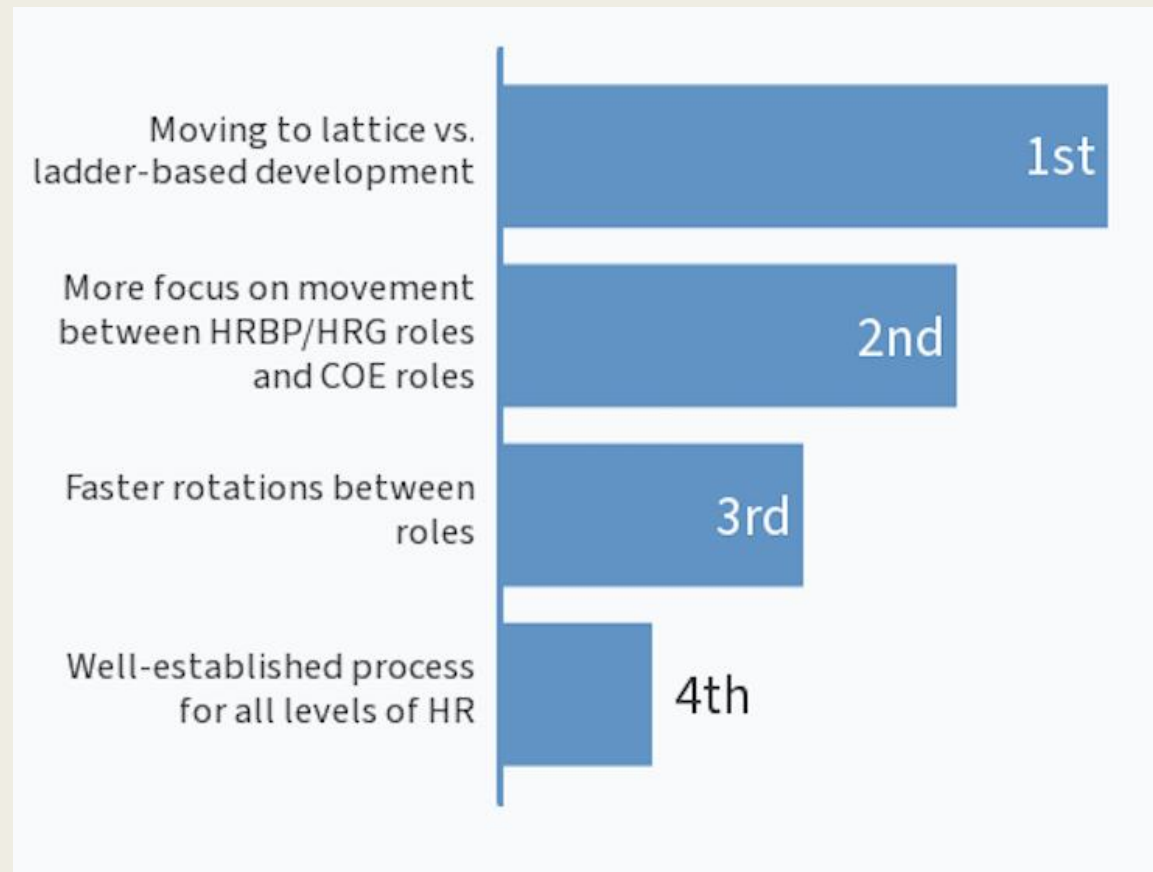
Lattices vs. Ladders

Well-developed for senior levels

Increased agility through rapid
mobility



HOW IS HR CAREER PATHING CHANGING AT YOUR ORGANIZATION? RANK THE RESPONSES BELOW IN TERMS OF HOW THEY REFLECT THE APPROACH OF YOUR ORGANIZATION.



QUESTIONS?

2022 CAHRS EVENT CALENDAR

December 15, 2022: 1:00-3:30pm (ET)

**CAHRS Virtual Fall Partner Meeting: Leading HR in a
Changing World**

Register at cahrs.ilr.cornell.edu

THANK YOU

See our website: cahrs.ilr.cornell.edu