

HR Competencies

What is a competency?

- Competencies are “behavioral manifestations of talent” (Boyatzis, 2008, p. 8).
- A competency is “a domain of human talent that can be developed in adulthood” (Boyatzis, 2008, p. 10).
- Another definition: Competencies are “knowledge, skills, abilities and other qualities” (SHRM, 2011, p. 1).
- From McEvoy et al.: An HRM professional competence is “what a person is, knows, and does that is causally related to superior performance as an HR professional” (McEvoy et al., 2005)

Key HR Competencies

Competency	Authors
1. Action Orientation	Ulrich et al., 2007
2. Business / Financial Decision Making	McEvoy et al., 2005
3. Coaching / Developing Others*	McEvoy et al., 2005; SHRM, 2011
4. Credibility*	McEvoy et al., 2005; Ulrich et al., 2007; SHRM, 2011
5. Critical / Analytical Thinking*	SHRM, 2011
6. Cross-Cultural & Global Intelligence *	SHRM, 2011
7. Culture Shaping / Stewardship*	McEvoy et al., 2005; Ulrich et al., 2007; SHRM, 2011
8. Effective Communications*	SHRM, 2011
9. Flexibility*	SHRM, 2011
10. Integrity / Ethical Behavior*	SHRM, 2011
11. Leading Change	McEvoy et al., 2005; Ulrich et al., 2007; SHRM, 2011
12. Results Orientation*	SHRM, 2011
13. Strategic Thinking*	McEvoy et al., 2005; Ulrich et al., 2007; SHRM, 2011;
14. Talent Management	Ulrich et al., 2007
15. Technical / Operational	McEvoy et al., 2005; Ulrich et al., 2007
16. Technological Savvy*	SHRM, 2011

*Note. Competencies marked with an * are considered particularly important to HR senior leaders.*

References

I bolded my favorite “must reads.”

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