

# HR FROM THE OUTSIDE IN

## Six Competencies for the Future of Human Resources

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**MAIN IDEA**

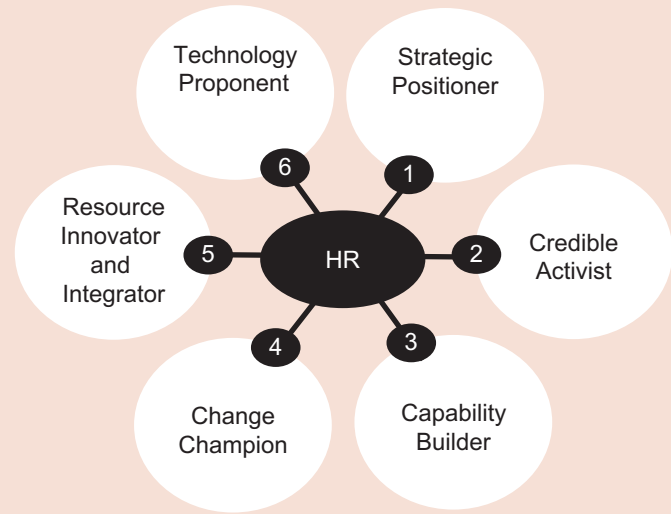
What's next for the human relations (HR) profession?

After a 25-year ongoing study conducted by a partnership of HR professional associations, it has become clear HR in the future will evolve from its traditional inside-out perspective to much more of an outside-in point of view. Instead of focusing on internal processes, HR will focus on the key drivers of business performance such as strategy, the expectations of key stakeholders and the environment in which the business operates.

In particular, there are today six HR domains which will matter in the future. To excel circa 2012, a good HR professional will need to function as a:

- Strategic positioner – who understands the global context.
- Credible activist – who does that they say they will do.
- Capability builder – who enhances organizational strength.
- Change champion – to build competitive advantage.
- Human resource innovator and integrator.
- New technology proponent.

Outside-in HR is based on the premise the business of HR is the business itself, not on merely finding ways to connect strategy to HR. HR must create and deliver real business value.



**HR Competency #1 – Strategic positioner . . . . . Pages 2 - 3**

To perform well, HR professionals need to understand the global business context and be able to translate underlying trends into solid business implications. In addition to understanding the structure and logic of their own industry, they also must comprehend the underlying competitive dynamics of the marketplace and apply this to developing an astute vision of the future of their own company. They can translate the business strategy into annual business plans and goals.

**HR Competency #2 – Credible activist. . . . . Pages 3 - 4**

HR professionals must do what they say they will do and thus become credible activists for change. When you have results-based integrity, you have professional credibility and positive chemistry going for you. You can then take strong positions on business issues and people will be confident your choice is grounded in sound data and thoughtful analysis.

**HR Competency #3 – Capability builder . . . . . Pages 4 - 5**

Effective HR professionals help organizations build their capabilities over time. They help managers create meaning and ensure the capabilities of the organization align with and reflect the deeper values of the employees.

**HR Competency #4 – Change champion. . . . . Pages 5 - 6**

High performing HR professionals develop their organization's capacity for change. They build the case for change based on market realities, put in place processes to facilitate those changes and then overcome resistance to change by engaging key stakeholders. They also ensure the appropriate processes, resources and capacity to capture the lessons of success and failure are in place.

**HR Competency #5 – Resource innovator and integrator . . . . . Pages 6 - 7**

Savvy HR professionals align their HR practices and resources with the desired business results in innovative but productive ways. They ensure what they do aligns so as to create and sustain the desired organizational capabilities. By doing so, HR reaches a tipping point where managers acknowledge its impact on overall business results.

**HR Competency #6 – Technology proponent . . . . . Pages 7 - 8**

HR has a tradition of using new technology to enhance the efficiency of HR processes but at the present time, two technology applications in particular are front of mind – applying social networking to increase connectedness and taking vast arrays of information and bundling it into usable knowledge which can be leveraged into key decisions. These have the potential to increase operational efficiency and add substantive value.



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