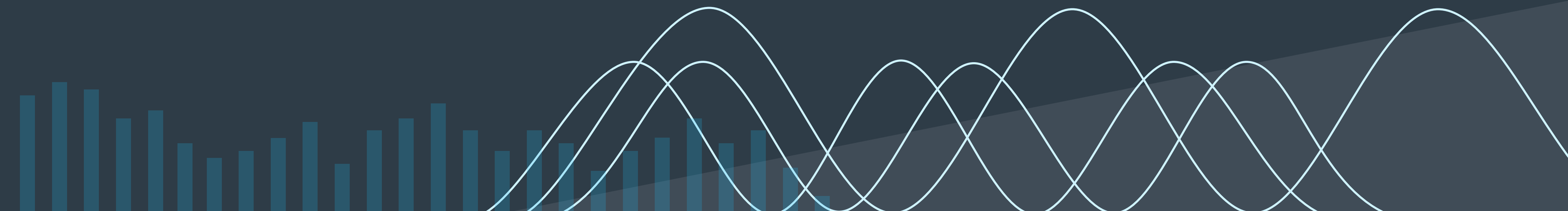




HR PROFESSIONAL

HR 2025 Competency Framework



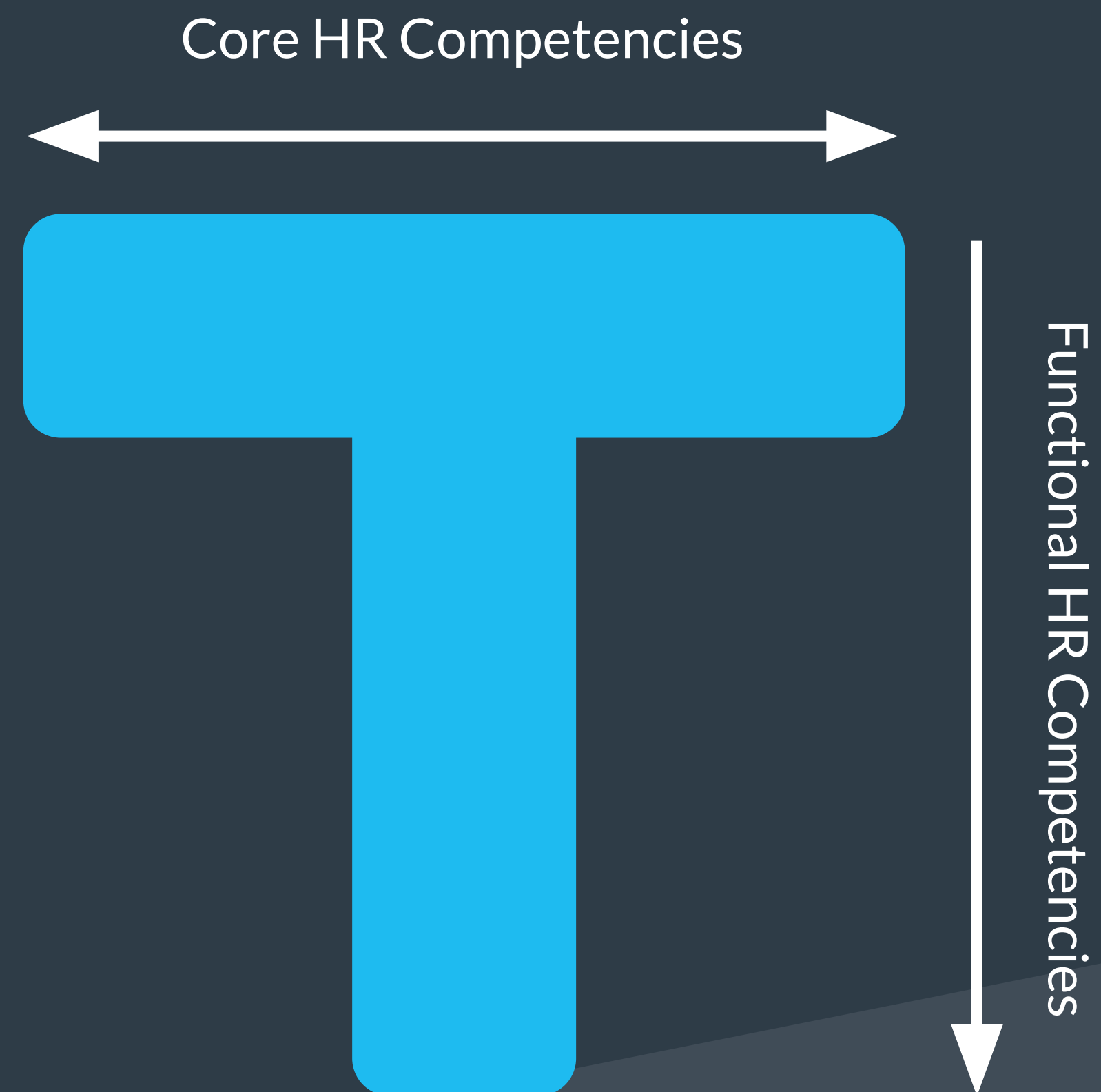
Professional HR Competency Framework

Strategic & T-shaped HR Professionals

The AIHR Competency Framework identifies what it takes to be a modern and relevant HR Professional who drives business value across the full HR spectrum.

It is no longer enough to specialize in one single functional HR competency. HR Professionals need to become a generalist in four core HR competencies and a specialist in at least one functional competency.

The AIHR framework is used globally to cater to the need for more **strategic, T-Shaped HR Professionals**.



T-Shaped HR Professionals

Data Literacy

The ability to read, apply, create, and communicate data into valuable information in order to influence decision-making processes.

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Business Acumen

The ability to translate the organization's purpose, mission, goals, and context into strategy, positioning HR policies and activities to best serve the organization's interests.

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Digital Integration

The ability to leverage technology to increase efficiency and to drive HR and business value.

Page 14

People Advocacy

The ability to create a strong internal culture, get the best out of people, and acts as a trusted champion and communications expert.

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Functional Competencies

HR Professionals need to become a specialist in at least one functional competency and a generalist in four core HR competencies.

Professional HR Competency Framework

What is a competency framework?

A competency is a cluster of skills, knowledge, and expertise needed to become efficient at performing a specific job.

The aggregate of competencies that are important to a particular role or (HR) function is what we call a competency model.

A competency model provides a tangible framework for performance management, skill gap analysis, upskilling, and provides a template for what the ideal (HR) organization will look like.

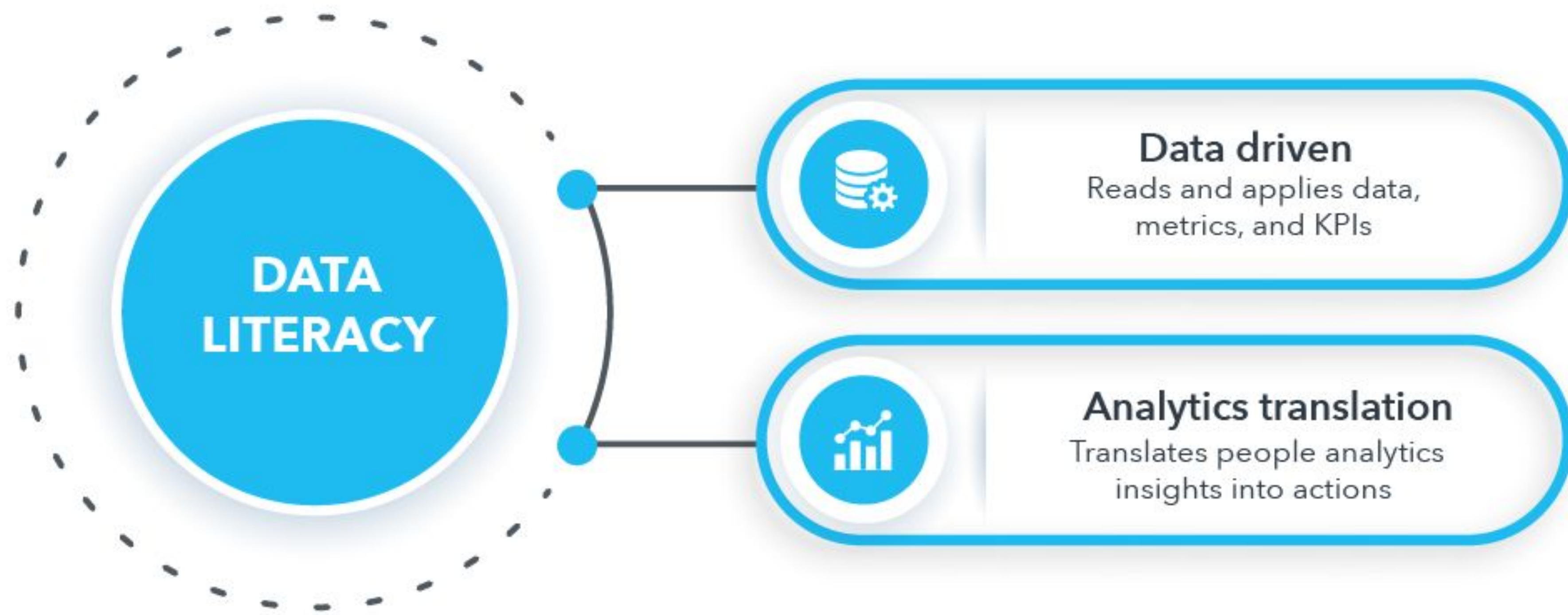
How are competencies structured?

In this framework, a competency is split up into multiple dimensions. Each construct consists out of different behavioral abilities.

For example, data literacy is divided into two dimensions: data driven and analytics translator. Each of these dimensions has behaviors related to them. For data driven, these include the ability to read data, apply data, and communicate data.

Each behavior is scored on three proficiency levels, making it easy to assess the proficiency of individuals or groups.

Data Literacy



Data Literacy

Definition

Data literacy is the ability to read, apply, create, and communicate data into valuable information to influence decision-making processes.

Description

Data has never been more important in how we do business.

Departments like finance, marketing, and sales live and breathe data. Their strategic impact is often directly related to their performance numbers, and effective management of these departments relies on tracking budget and actuals, sales results, return on investment, and return on ad spend. Compared to these disciplines, HR is still catching up.

In an HR context, data includes the use of metrics, KPIs, scorecards, and dashboards to make informed decisions. This requires the HR professional to read data and understand how different data points contribute to strategic HR and business goals. This is referred to as **data driven**. This does not mean that all HR professionals need to become data analysts.

Rather, they need to be able to work with data specialists, assess their findings and results, and effectively translate these insights into actions that create business value. This is what we define as the **analytics translator**.

Besides understanding internal data sources, the HR professional should also be able to leverage the insights from data from outside of the organization by staying informed with the latest research. These evidence-based practices will help HR focus on issues that will create tangible value for the organization.

A proficient performer

A data literate HR professional:

- Sets effective HR KPIs
- Reads and interprets HR and business data
- Leverages data to make better decisions
- Spots opportunities for value-adding data analysis
- Effectively communicates data
- Practices evidence-based HR

Data Literacy



Data Driven - Professional Performance					
Behaviors		Elementary performance (beginner)	Intermediate performance (intermediate)	Proficient performance (advanced)	
1	Reading data	Occasionally uses data in a mostly ad-hoc fashion by using scorecards and accessing dashboards.	Regularly leverages descriptive data analysis <ul style="list-style-type: none"> • To set targets • To answer questions 	Frequently leverages descriptive data analysis <ul style="list-style-type: none"> • To set targets • To answer questions • To guide daily operations • To provide context 	
			Regularly leverages scorecards <ul style="list-style-type: none"> • To measure HR efficiencies • To measure HR outcomes 	Frequently leverages scorecards <ul style="list-style-type: none"> • To measure HR efficiencies • To measure HR outcomes • To measure the impact of HR on the business 	
2	Applying data	Struggles to make sense of data	Turns data into information on a regular basis within their own specialization	Turns data into value-adding information through diagnostic analysis based on various available data (reports, scorecards, and dynamic dashboards)	
3	Creating data	Does generally not set KPIs to measure and increase both personal and stakeholder effectiveness.	Regularly establishes both personal and with stakeholders KPIs <ul style="list-style-type: none"> • To set targets • To measure effectiveness • To measure goal attainment 	Whenever it adds value, creates KPI-driven activities, projects, and strategies that seamlessly connect with business priorities <ul style="list-style-type: none"> • Develops and interpret strategic plans • Connect them to KPIs • Identify current scores • Set target scores 	
4	Communicating data	Is unable to show stakeholders how HR contributes to business strategy using data	Is able to show stakeholders how HR contributes to business strategy using data	Shows stakeholders how HR contributes to business strategy and results through data-fueled cause-and-effect relationships	
5	Practicing evidence-based HR	Questions unproven assumptions.	Validates assumptions using data.	Validates assumptions using data and stays informed on the latest scientific research and uses it in daily tasks and operation	

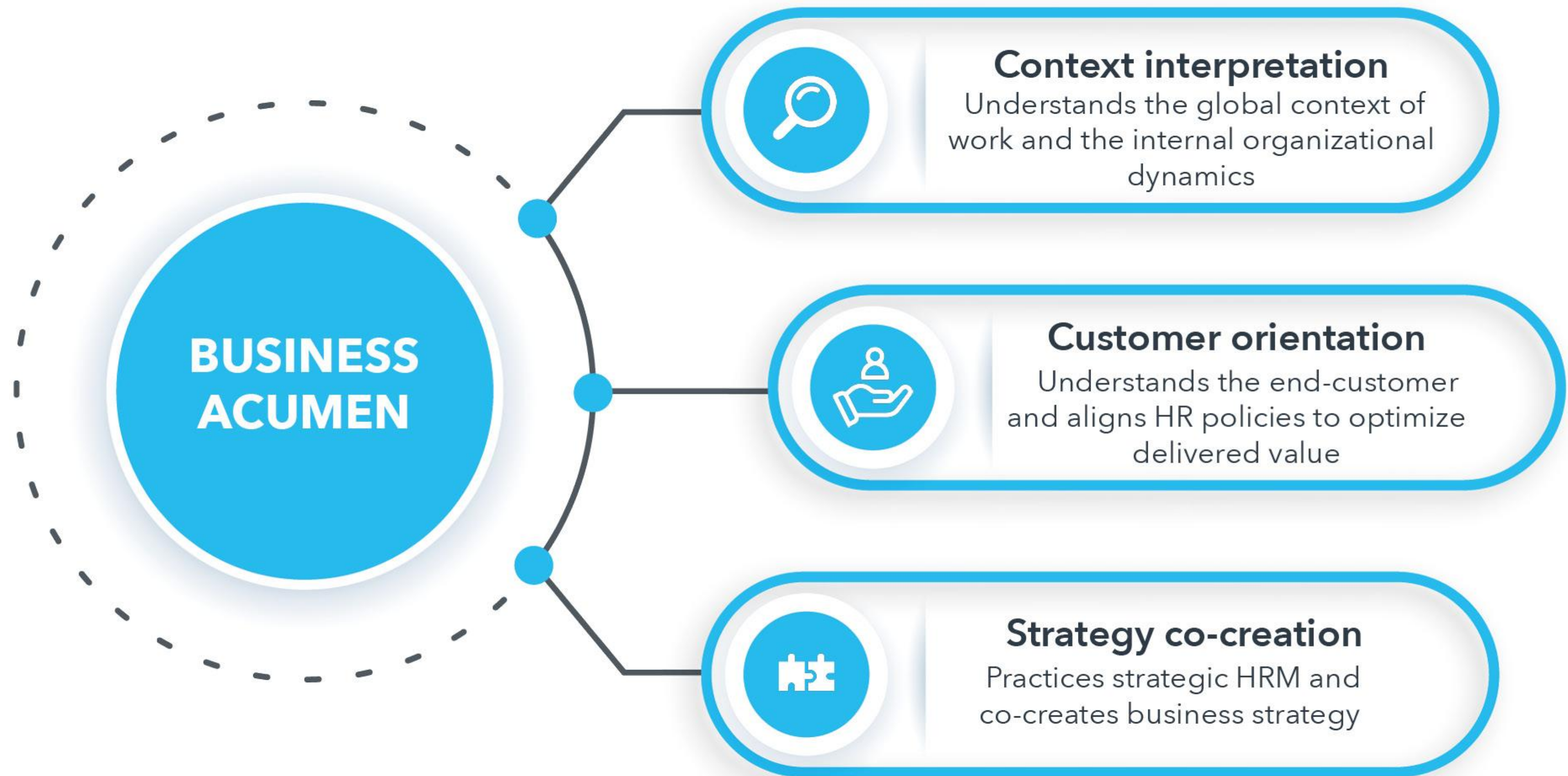
Data Literacy

Analytics Translation

Analytics Translation - Professional Performance

Behaviors		Elementary performance (beginner)	Intermediate performance (intermediate)	Proficient performance (advanced)
1	Bridging analytics	Struggles to explain the relationship between business and HR using people insights	Creates some impact by connecting people analytics insights to operational expertise of business and HR stakeholders	Plays a critical role in connecting people analytics insights to the operational expertise of business and HR stakeholders by translating them to impact at scale
2	Driving adoption	Struggles to accurately explain what people analytics is and rarely creates impact by leveraging data; does not drive adoption	Understands people analytics and the value of using data, and occasionally leverages this to create more impact	Drives the adoption of people analytics and the use of data in both HR and the business through a deep understanding and by involving and explaining it to peers and business stakeholders
3	Leveraging data	Struggles to effectively read, apply, and communicate data as information in most HR contexts.	Has average data literacy and derives data-driven insights within their HR specialization	Actively identifies how data analysis can be leveraged to make better decisions in their daily work
				Creates constant value by reading, applying, and communicating data as information in order to influence decision-making processes in HR and the business
4	Identifying opportunities	Struggles to identify HR issues in which further data analysis can add value	Occasionally shares HR issues that can be solved with data to the people analytics team or other specialists	Actively raises relevant HR and business issues that can be solved with data to the people analytics team or other specialists
5	Prioritization	Unable to effectively separate core issues from side issues	Is able to separate core issues from side issues when asked to do so	Instinctively identifies core issues and separate them from side issues
6	Evidence-based practices	Occasionally seeks out new knowledge of the latest HR and management research and best practices	Actively acquires new knowledge of the latest HR and management research and best practices	Maintains up-to-date knowledge of the latest HR and management research and best practices and actively applies it in their daily work to create value for stakeholders and the end-customer

Business Acumen



Business Acumen

Definition

Business acumen, also known as business savvy or business sense, is the ability to translate the organization's purpose, mission, goals, and business context into strategy, positioning HR policies and activities to best serve the organization's interests.

Description

Business acumen is the HR competency that has received the most attention in the past three decades. Since the introduction of the business partner role, HR professionals have had to upskill in business acumen, and despite tremendous improvements there is still a long way to go. HR needs to shift its focus from the more mundane and operational HR issues towards the big picture. After all, businesses don't exist to make managers and employees happy; they exist to make customers and other stakeholders happy.

To achieve this, HR professionals need to develop a solid understanding of the business, its customers, shareholders, and other stakeholders.

This will help them to better understand the problems that line managers and executives are trying to solve, and it will help HR position their business to win in its marketplace.

To build business acumen, the HR professional first needs to understand the global context of work, and the internal organizational dynamics, a practice we call **context interpretation**.

Moreover, they need to develop a **customer orientation**, meaning they understand the organization's end-customers and align HR policies with these customers.

Only when this is the case will the HR professional be able to participate in **strategic co-creation**, practicing strategic human resource management, and co-creating business strategy.

A proficient performer

An HR professional with business acumen:

- Builds competitive advantages through their understanding of the organization, the industry, and its competitive landscape
- Designs HR practices that serve end-customers and other stakeholders
- Aligns HR activities with business priorities
- Balances competing interests to drive organizational effectiveness
- Provides a significant strategic contribution to the business

Business Acumen

Context Interpretation

Context Interpretation - Professional Performance					
Behaviors		Elementary performance (beginner)	Intermediate performance (intermediate)	Proficient performance (advanced)	
1	Environmental awareness	Has limited understanding of the external environment in which the organization operates; does not weigh these factors into decision-making	Has intermediate understanding of the social, cultural, technological, political, economic, and legal context in which the organization operates and lets these factors influence their (HR) decision-making	Has deep understanding of the social, cultural, technological, political, economic, and legal context in which the organization operates and includes these factors in their decision-making	
2	Mobilizing against threats	Rarely spots external threats and developments that may impact HR policies	Occasionally spots external threats and developments that may impact HR policies and takes action on them	Actively spots external threats that inhibit the company from reaching its goals and takes action within the HR domain to limit their impact	
3	Organizational understanding	Limited understanding of the organization's primary processes and its place in the industry value chain	Is able to explain the organization's primary processes, its place in the industry value chain and how it adds value to customers	Can effortlessly explain the organization's primary process	
				Can effortlessly explain the position of the organization in the whole industry value chain; knows the roles of its partners (e.g., suppliers, vendors, distributors) and what differentiates them	
			Has an intermediate understanding of management theories (i.e., resource-based view, transaction cost economics)	Continuously looks to identify sources of competitive advantage within their specialization and promotes them through their business partnering activities	
				Is able to apply common management theories to examine the organization and organization challenges (i.e., resource-based view, transaction cost economic, resource dependency theory, strategic management theory, organizational learning, institutional theory)	
4	Industry understanding	Has limited understanding of how the organization differentiates itself from its competition	Has an intermediate understanding of the different ways of how the organization differentiates itself from its competition and knows how HR contributes to this differentiation	Has deep understanding of how the organization differentiates itself from its competition, knows how HR contributes to this differentiation and actively leverages this understanding to make HR policies more effective	

Business Acumen

Customer Orientation

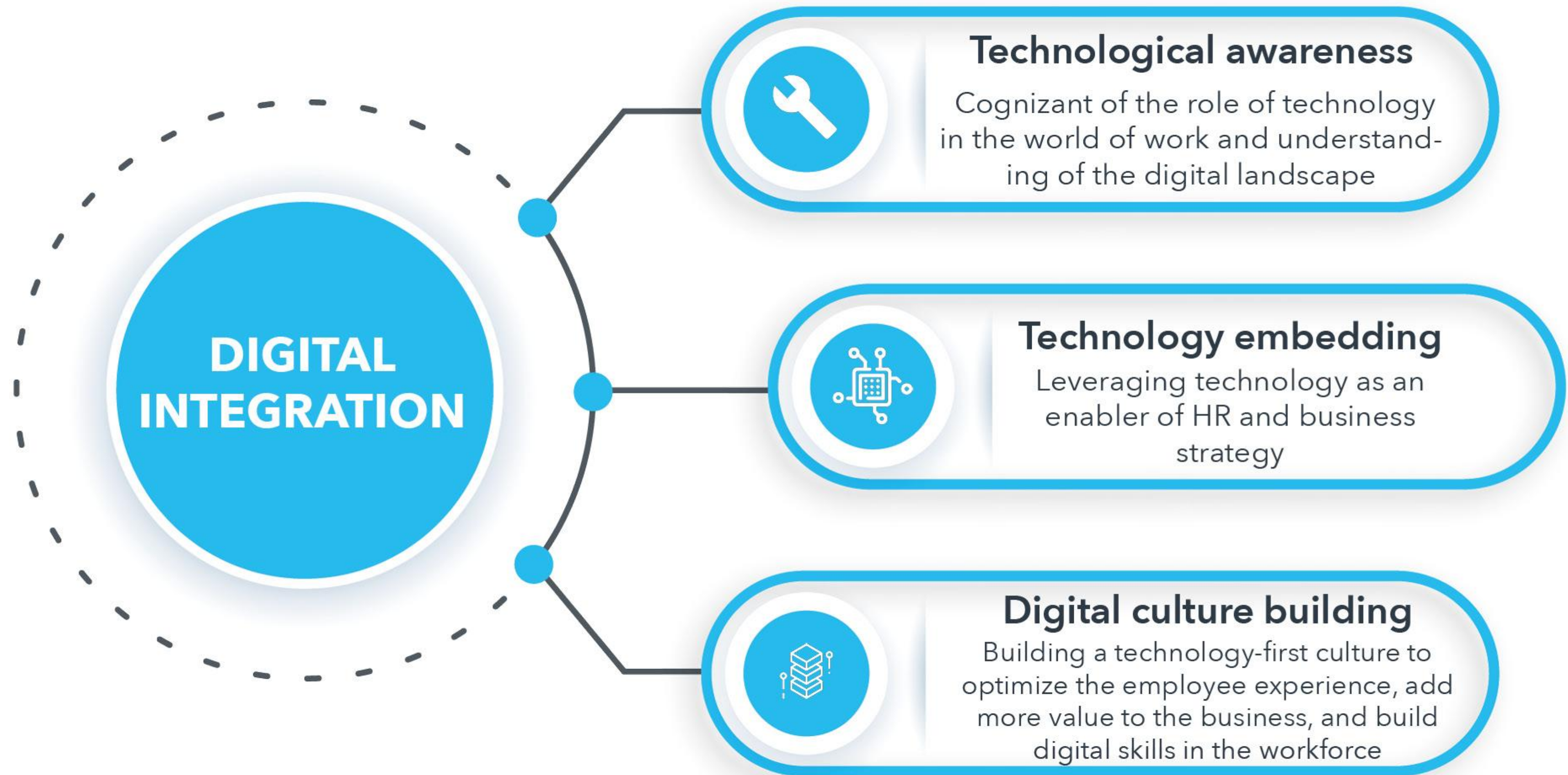
Customer Orientation - Professional Performance					
Behaviors		Elementary performance (beginner)	Intermediate performance (intermediate)	Proficient performance (advanced)	
1	External customer alignment	Has limited understanding of the end-customer	Intermediate understanding of the end-customer's needs and responsibilities and the ways the organization adds value to the customer	Deeply understands the end-customer's needs and responsibilities and is able to explain the different ways the organization adds value to the customer	
			Positions HR activities to better serve the end-customer	Aligns HR activities, policies, and strategies to (help the business) serve the end-customer in better ways	
2	Internal customer alignment	Has limited capacity to effectively market HR internally and externally	Is able to effectively market HR to both internal and external stakeholders	Speaks the language of the business and effectively markets HR to both internal stakeholders (e.g., through HR costing and ROI) and external stakeholders (e.g., through communities, employer branding, employee value propositions)	
3	Gathering information	Has limited connection to internal customers; only deals with people who are important in execution of their tasks	Goes beyond direct internal customers and direct stakeholders; makes active effort to understand whole internal stakeholder ecosystem	Continuously searches for relevant connections in the organizational ecosystem to better understand different internal and external stakeholders and, as a result, organizational needs	
4	Customer-driven practices	Limited understanding of design thinking and their application	Has intermediate understanding of design thinking and regularly applies its principles to optimize processes and customer experience	Has deep understanding of design thinking and lean principles and applies them when appropriate to optimize processes and customer experience	

Business Acumen

→ Strategic Co-creation

Strategic Co-creation - Professional Performance				
Behaviors		Elementary performance (beginner)	Intermediate performance (intermediate)	Proficient performance (advanced)
1	Strategic behavior	Displays limited consideration for issues outside their immediate responsibility	Displays some strategic behaviors: <ul style="list-style-type: none"> • Anticipates threats and opportunities on the periphery of the business • Challenges assumptions and encourage divergent points of view • Interprets complex and conflicting information 	Displays strong strategic behaviors: <ul style="list-style-type: none"> • Anticipates threats and opportunities on the periphery of the business • Challenges assumptions and encourage divergent points of view • Interprets complex and conflicting information • Balances informed decision-making with swift action • Aligns by finding common ground and achieving buy-in • Continuously learns and searches for new information and trends
2	Strategic understanding	Has limited understanding of the organizational strategy and goals.	Has advanced understanding of the organizational strategy and goals.	Has deep understanding of the organizational strategy, including organizational goals and key sources of competitive advantage.
3	Strategic alignment	Rarely spots HR opportunities that can help the business be more competitive	Occasionally spots HR opportunities that can help the business be more competitive and takes action to leverage them.	Actively spots HR opportunities that can help the business be more competitive and successfully leverages them
				Constantly looks for opportunities to integrate HR practices to create synergies towards key business goals
4	Strategic contribution	Rarely contributes to strategy discussion and decision-making	Occasionally contributes to strategy discussion and decision-making	Contributes to strategy discussions and decision-making
				Aligns with stakeholders to create overview of interests and business priorities and manages them to advance HR policies that help boost the business

Digital Integration



Digital Integration

Definition

Digital integration is the ability to leverage technology to increase efficiency and to drive HR and business value.

Description

Though technology is everywhere in business, digital initiatives often operate independently from each other in HR. In the future, digital tools will be seamlessly integrated with the way we work to the degree that it will be nearly impossible to remember how anyone got anything done “the old way”.

At the same time, digital solutions will be integrated horizontally, meaning that all HR data over the full employee journey is integrated with each other, leading to a much better HR service delivery, high quality and actionable data, and tangible opportunities to better deliver the HR strategy.

Digital integration requires awareness of available technology both inside and outside of the organization, as well as the ability to integrate technology to make HR more effective and drive business value. Digital integration includes **technological awareness** first, which is the understanding of the digital landscape and its role in the world of work.

The modern HR professional is not only aware of the role of technology but also practices **technology embedding**, meaning that they leverage technology to enable the HR and business strategy.

Last, they are a **digital culture builder**: they build a technology-first mindset that helps to optimize the employee experience, adds value to the business, and enables technology adoption in the workforce.

A proficient performer

An HR professional who is a digital integrator:

- Is technologically savvy
- Leverages technology to improve personal effectiveness
- Leverages technology to improve HR service delivery
- Leverages technology to improve organizational effectiveness
- Effectively implements new technology & builds a digital-first culture

Digital Integration

Technological Awareness

Technological Awareness - Professional Performance					
Behaviors		Elementary performance (beginner)	Intermediate performance (intermediate)	Proficient performance (advanced)	
1	Technological experience	Has limited understanding of technological trends outside of the organization	Has an intermediate understanding of technological trends outside of the organization and how they could impact the business and HR policies.	Has deep understanding of technological trends outside of the organization and how they can potentially impact the organization and HR policies; has the proficiency to explain these to others in detail	
			Occasionally reads, connect with peers, learns, or attends conferences with the specific aim of staying up to date on technological developments	Stays up to date on technological innovation through a strong set of information collecting behaviors, including networking, learning, reading, and actively engaging vendors	
2	Technology positioning	Has limited understanding of how technology might impact the future of work in their organization as well as how it will impact their area of expertise	Stays informed with HR technology, is familiar with current HR systems, and is able to explain how technology might impact the future of work in their organization as well as how it will impact their area of expertise.	Has deep understanding of the role of technology in the current HR landscape: <ul style="list-style-type: none"> Understands the HR technology vendor landscape for their specialization Is informed on how other organizations leverage HR technology Familiar with current HR systems Has an informed opinion on the current state of HR tech in and outside of the organization 	
			Occasionally identifies opportunities for technology to be leveraged within the organizational context	Spots opportunities to leverage technology within the organizational and HR context	
3	Technology savvy	Has limited understanding of the most frequently used software applications in their daily work	Has an intermediate understanding of different technological tools and applies them in their daily work	Has deep understanding of different technological tools and applications; quickly learns how to use new tools	

Digital Integration

Technological Embedding

Technological Embedding - Professional Performance			
Behaviors	Elementary performance (beginner)	Intermediate performance (intermediate)	Proficient performance (advanced)
1 Strategic technology	Has limited understanding of how technology can drive HR efficiencies	Has intermediate understanding of how technology can drive HR efficiencies and effectiveness	Had deep understanding of how technology enables & drives HR activities, HR strategy, and business strategy and is actively involved in projects that drive HR efficiencies and effectiveness.
2 Technology roadmap	Has limited understanding of how technological maturity and the current stage of the organization	Has a general understanding of the organization's technological roadmap and next steps to create a more digital mature organization	Understands the organization's digital HR maturity level: <ul style="list-style-type: none"> Identifies key components of digital maturity Assesses maturity on all components Is involved in activities, projects, or roadmap drafting to increase maturity Actively contributes to maturing the organization through their own role and HR specialization
3 Customer-centric solutions	Applies design thinking techniques to gather information and interpret findings to solve problems	Applies basic design thinking techniques to gather information and interpret findings to define, test, and iterate (digital) solution requirements	Applies the design thinking process and techniques to <ul style="list-style-type: none"> Gathering information from customers and users through discovery techniques Interpreting findings and defining user requirements Spotting opportunities through ideation Prototyping, testing, evaluating, and iterating digital solutions
4 Technology selection	Has limited understanding of the HR technology acquisition process.	Has an intermediate understanding of the HR technology acquisition process	Understands the HR technology acquisition cycle, including mission and vision development, alignment on requirements, criteria selection, and criteria evaluation
5 Technology contribution	Has limited understanding of the added value of new (software) solutions and their impact on strategic goals	Understands the added value of new digital solutions and how they impact HR processes and strategic priorities	Actively searches for ways to improve HR processes using technology Is able to effortlessly specify the added value of new digital solutions and their impact on HR and business goals
6 Technology implementation	Has a limited understanding of digital solution implementation processes	Has an intermediate understanding of digital solution implementation processes, including: <ul style="list-style-type: none"> Planning Designing Configuring 	Has a deep understanding of digital solution implementation processes and all actions involved: <ul style="list-style-type: none"> Plan and align Define and design Configure and test Train and communicate Deploy and sustain

Digital Integration

Digital Culture Building

Digital Culture Building - Professional Performance				
Behaviors		Elementary performance (beginner)	Intermediate performance (intermediate)	Proficient performance (advanced)
1	Digital fostering	Has limited digital capabilities.	Is involved in upskilling initiatives and other digital capability building activities.	Actively participates in building a more digital HR culture by setting an example, coaching others, helping to unlearn bad habits, and contributing to digital initiatives.
2	Digital understanding	Has limited understanding of how digital capabilities drive long-term value	Understands how digital capabilities drive long-term sustainable value	Has deep understanding how digital capabilities drive long-term, sustainable value for the organization and is able to effectively communicate this to key stakeholders
3	Digital value chain	Has limited understanding of the changes that a digital integration brings to the operating model and service deliveries, for both HR as well as for the organization	Has intermediate understanding of the changes that digital integration brings to the operating model and service deliveries for both HR and the organization	Has a deep understanding of the changes that a digital integration brings to the operating model and service deliveries for both HR and the organization
4	Digital leadership	Has limited understanding of digital developments within their HR specialization	Has intermediate understanding of digital developments within their HR specialization	Is a digital leader in their HR specialization and how it connects to other specialization; promotes digital values through their business partnering activities
5	Digital capability building	Contributes to workforce-wide digital upskilling in limited capacity	Contributes to workforce-wide digital upskilling by setting an example, coaching stakeholders, encouraging leaders to set an example, helping to unlearn bad habits, and by contributing to organization-wide digital initiatives	Actively contributes to workforce-wide digital upskilling by setting an example, coaching stakeholders, encouraging leaders to set an example, helping to unlearn bad habits, and by contributing to organization-wide digital initiatives in an impactful and strategic way.
6	Learning champion	Has limited involvement in building digital capabilities and stimulating innovation in the organization	Is involved in improving digital learning and stimulating innovation in the organization	Actively contributes to interventions that increase learning and innovation: <ul style="list-style-type: none"> • Implements HR practices that support innovation • Implements HR practices that support learning and knowledge sharing

People Advocacy



People Advocacy

Definition

People advocacy is about creating a strong internal culture, gets the best out of people, and acts as a trusted champion and communications expert.

Description

A better name for human resource management is people management. It is HR's role to help get the best out of people and make the organization—a collection of different people with different interests and personalities—a place where everyone thrives and works towards a common goal.

That is what people advocacy entails. HR has been traditionally strong at people advocacy. HR professionals are often perceived as a trusted partner who is inclusive, promotes diversity, creates an inclusive work environment, and is excellent in connecting with different people inside the organization.

We go beyond this and define an effective people's advocate as someone who is primarily a **culture builder**, in the sense that they work to continuously shape a desired organizational culture. This is a culture in which many different people flourish and thrive.

In addition to nurturing this culture, they also have effective **people practices**, both for themselves (i.e., they work efficiently) and for others (i.e., they are an effective HR professional). They are also the workplace champion: a credible, trusted, and ethical **workplace champion** who advocates for the overlooked.

Finally, they are a **communications expert**: a highly effective communicator who influences stakeholders inside and outside of the organization.

A proficient performer

An HR professional who is a people advocate:

- Has excellent communication skills
- Is trustworthy, informed, ethical, and credible
- Creates value for stakeholders
- Resolves conflicts swiftly and effectively
- Builds an organization culture that drives performance

People Advocacy

↳ Culture Building

Culture Building - Professional Performance				
Behaviors		Elementary performance (beginner)	Intermediate performance (intermediate)	Proficient performance (advanced)
1	Culture expert	Understands the current organizational culture	Understands the current and desired organizational culture	Has deep understanding of the current and desired organizational culture, what constitutes this culture, and how these values are sustained and reinforced through current talent and leadership practices
			Occasionally promotes the desired organizational culture	Actively promotes the desired culture through their actions, HR specializations, and business partnering activities
			Occasionally supports leaders to reinforce desired values and behaviors	Actively supports leaders to reinforce desired organizational values and behaviors
2	D&I promotor	Occasionally promotes diversity and fosters inclusion; is fair and transparent, and cares about people as individuals	Actively promotes diversity and fosters inclusion through their HR specialization; is fair and transparent, and cares about people as individuals	Actively promotes diversity and fosters inclusion through their HR specialization and business partnering activities; is fair and transparent, cares about people as individuals, and taking a pragmatic and business-first approach
3	Culture navigator	Has limited understanding of intercultural and interorganizational differences	Works effectively with intercultural differences and interorganizational subcultures	Works effectively with intercultural differences and interorganizational subcultures; is able to manage and balance competing cultural values through their HR specialization and business partnering activities to create an effective organization
4	Culture value creator	Is able to spot conflicts before they become problematic and involves the right superiors to have them resolved	Is able to effectively spot and resolve conflicts before they become problematic	Effectively resolves conflict, reconciles differences, and creates win-win situations

People Advocacy



People Practices - Professional Performance

Behaviors		Elementary performance (beginner)	Intermediate performance (intermediate)	Proficient performance (advanced)
1	Informed practitioner	Occasionally acquires new knowledge of HR trends and technology	Actively acquires new knowledge of HR trends and technology	Maintains up-to-date knowledge of HR trends and technology to actively apply it in their daily work, creating value for stakeholders and the end-customer
2	Evidence-based practitioner	Occasionally acquires new knowledge of the latest HR and management research and best practices	Actively acquires new knowledge of the latest HR and management research and best practices	Maintains up-to-date knowledge of the latest HR and management research and best practices to actively apply it in their daily work, creating value for stakeholders and the end-customer
3	Strategic practitioner	Has limited understanding of the strategic HR objectives	Has intermediate understanding of the strategic HR objectives and strives to realize them through their HR specialization	Continuously strives to realize strategic HR objectives through their HR specialization and business partnering activities
4	Improving practitioner	Displays limited ability to improve their work and sparsely looks for direct feedback on their performance	Continuously improves their work in an efficient way, welcomes feedback from peers, subordinates, and superiors	Continuously improves their work in an efficient way and is widely considered a highly productive and impactful professional
				Welcomes feedback and actively looks for it from peers, subordinates, and superiors in a constant effort to improve their own performance and effectiveness
5	Value creator	Satisfies stakeholders	Deeply understands the end-customer and consistently adds value to stakeholders	Aligns their activities with the end-customer's interest, adds value to stakeholders, and helps realize organizational outcomes

People Advocacy

Workplace Champion

Workplace Champion - Professional Performance					
Behaviors		Elementary performance (beginner)	Intermediate performance (intermediate)	Proficient performance (advanced)	
1	Credible practitioner	Is regarded by colleagues as credible	Is regarded by colleagues, peers, subordinates, and superiors as credible	Has a reputation of being highly credible, both amongst colleagues and line managers, but also amongst peers, subordinates, and superiors	
2	Trustworthy practitioner	Is regarded by colleagues as trustworthy	Is regarded by colleagues, peers, subordinates, and superiors as trustworthy	Has a reputation of being highly trustworthy and a trust builder for all activities they are involved in, both amongst colleagues and line managers, but also amongst peers, subordinates, and superiors	
3	Ethical practitioner	Is regarded by colleagues to operate transparently and ethically	Is regarded by colleagues, peers, subordinates, and superiors to operate in a transparent and ethical way	Has a reputation of operating in a transparent and ethical way, both amongst colleagues and line managers, but also peers, subordinates, and superiors	
4	Informed practitioner	Occasionally acquires new knowledge of global and local labor and privacy regulation	Actively acquires new knowledge of global and local labor and privacy regulation	Maintains up-to-date knowledge of global and local labor and privacy regulation and actively applies it in their daily work to create value for stakeholders and the end-customer	
5	Compliant practitioner	Has limited understanding of compliancy and regulations	Practices HR in a way that is compliant with regulation and errs on the side of caution	Practices HR in a way that is compliant with regulation and errs on the side of caution while trying to maximize their contribution to strategic HR and organizational goals	
6	Paradox navigator	Advocates the interests of overlooked individuals and groups	Balances individual, group, and organizational interests and advocates the interest of overlooked individuals and groups	Balances individual, group, and organizational interests, advocates the interest of overlooked individuals and groups; engages in pragmatic bending to ensure continuity.	
				Effectively navigates paradoxes (long term vs. short term, employee vs. employer, individual vs. community, objectives vs. relationships) and consistently creates win-win situations	

People Advocacy

↳ Communications Expert

Communications Expert - Professional Performance

Behaviors		Elementary performance (beginner)	Intermediate performance (intermediate)	Proficient performance (advanced)
1	Eloquent practitioner	Delivers well-organized and impactful presentations	Delivers well-organized, persuasive, impactful presentations that inspire and call others to action	<ul style="list-style-type: none"> Is able to improvise structured arguments, present them with impact, and convince and inspire. Is prepared to deliver well-organized, impactful presentations that inspire and lead to action
2	Knowledge transferer	Limited facilitation of knowledge transfer	Facilitates the transfer of knowledge	Actively facilitates the transfer of knowledge to create impact for both HR and the organization
3	Feedback giver	Provides accurate feedback when asked	Provides open, honest, and appropriate feedback to their peers, subordinates, and superiors to help them improve	Provides open, honest, and appropriate feedback to their peers, subordinates, and superiors to help them improve; capitalizes on opportunities to build a culture of continuous feedback and improvement
4	Conflict resolver	Resolves communication difficulties when it helps them achieve the goal of their role	Actively resolves communication difficulties within the organization	Actively resolves communication difficulties within the organization and connects unconnected others who may benefit from the introduction to enable innovation
5	Inquisitive practitioner	Focuses mostly on their own role	Shows interest in and seeks to understand adjacent roles	Shows interest, is inquisitive, and seeks to understand diverse roles, thereby visibly amplifying their impact



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