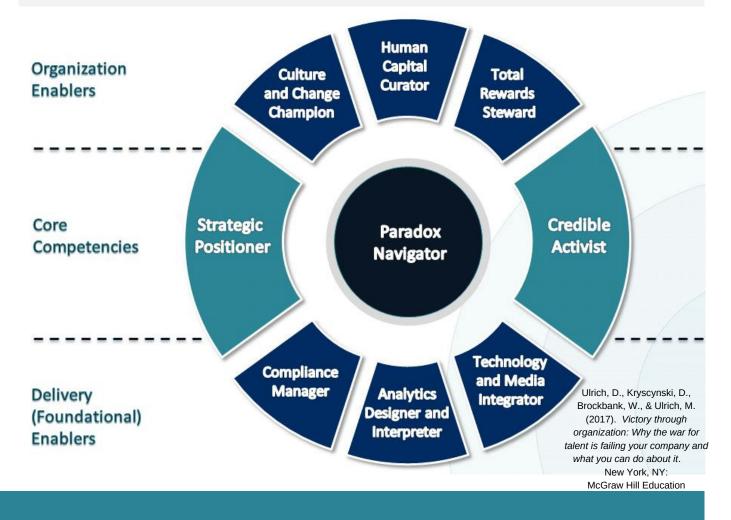


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# **STRATEGIC HR** COMPETENCY MODEL



Strong HR professionals and HR departments create the Delivery and Organization Enablers, and ultimately foster the Core Competencies that differentiate high-performing, strategic HR organizations.

### DACOTAH BANK



#### **Delivery Enablers:**

#### Technology and Media Integrator

- Able to use technology and social media to drive highperforming organizations
  Analytics Designer and Interpreter
- Able to use analytics to improve decision making

#### Compliance Manager

• Able to manage the processes related to compliance by following regulatory guidelines

#### **Organization Enablers:**

#### Culture and Change Champion

• Able to make change happen and to weave change initiatives into culture change

#### Human Capital Curator

 Able to manage the flow of talent by developing people and leaders, driving individual performance, and building technical talent

#### Total Rewards Steward

Able to manage employee
well-being through financial and
non-financial rewards

## **Core Competencies**

#### **Strategic Positioner**

Able to position a business to win in its market

#### **Credible Activist**

Able to build relationships of trust by having a proactive point of view **Paradox Navigator** 

Able to manage tensions inherent in making change happen (e.g., be both long and short term, be both top down and bottom up)

David Ulrich et al. (2017)