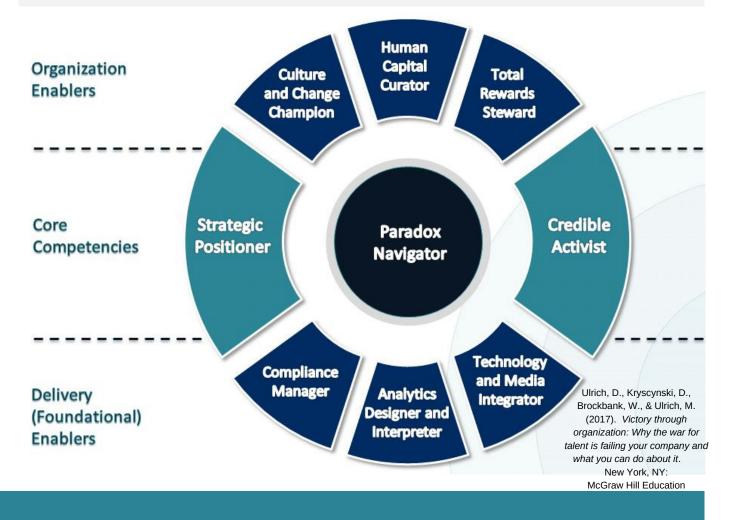


Prepared by Michael Hepperlen -MDA Leadership Paul Georgoff -Dacotah Bank

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.

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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)