Competencies for Early-Career HR Professionals
Session 2: Introduction

- **Overview**
  In this session we will examine the HR Relationship competency and how it enables HR professionals to engage stakeholders, build teams and forge effective relationships across the organization.

- **Learning Objectives**
  - Explain the relevance of the Relationship Management competency to the job of an HR professional.
  - Identify and explain the subcompetencies and behaviors that underlie the Relationship Management competency.
  - Analyze the role that the Relationship Management competency plays in helping HR professionals address real-world issues.
  - Demonstrate the ability to apply the Relationship Management competency in various contexts.

- **Session 2 Lessons**
  - Lesson 1: Definition and Components of the Relationship Management Competency.
  - Lesson 2: The Role of Relationship Management in HR.
  - Lesson 3: Application of the Relationship Management Competency.

- **Due This Session**
  **Reading assignments**
  - Read “How to Get Real Value from Enterprise Social Networks”
  - Read Situational Judgment Tests A, B and C
Lesson 1: Definition and Components of the Relationship Management Competency

- **Introduction**
  
  This lesson reviews the definition, description, examples and subcompetencies of the Relationship Management competency.

- **Relationship Management Definition and Descriptions**
  
  **Definition:**
  - The ability to manage interactions to provide service to support the organization.

  **Description:**
  - Job success for the HR professional is largely a function of your ability to maintain a productive interpersonal relationship and to help others do the same.

  **Examples:**
  - Establishing an effective relationship with your supervisor.
  - Being aware of how your behavior affects others.
  - Continuously demonstrating to clients and stakeholders that you are committed to supporting their HR and business needs.
  - Helping peers solve problems.
  - Empathizing with subordinates when they experience personal or professional setbacks.
  - Encouraging others to treat each other with respect and understanding.
  - Resolving conflicts between two or more individuals in a fair and meaningful manner.

- **Relationship Management Subcompetencies**
  
  - Business networking expertise.
  - Visibility.
  - Customer service (internal and external).
  - People management.
  - Advocacy.
  - Negotiation and conflict management.
  - Credibility.
  - Community relationships.
  - Transparency.
  - Proactivity.
  - Responsiveness.
  - Mentorship.
  - Influence.
  - Employee engagement.
  - Teamwork.
  - Mutual respect.
## Relationship Management Subcompetencies

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<tr>
<th>Subcompetency Focus Area</th>
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| Establishing Effective Business Networks (Connectedness) | ▪ Business networking expertise  
▪ Visibility  
▪ Community relationships  
▪ Influence |
| Building Trust and Respect (Reputation) | ▪ Transparency  
▪ Proactivity  
▪ Responsiveness  
▪ Customer service (internal and external)  
▪ Teamwork  
▪ Mutual respect  
▪ Credibility  
▪ Advocacy |
| Getting Results Through People (Performance) | ▪ People management  
▪ Negotiation and conflict management  
▪ Mentorship  
▪ Employee engagement |

### Relationship Management Behaviors

- Establishes credibility in all interactions.
- Treats all stakeholders with respect and dignity.
- Builds engaging relationships with all organizational stakeholders through trust, teamwork and direct communications.
- Demonstrates approachability and openness.
- Ensures alignment with HR when delivering services and information to the organization.
- Provides customer service to organizational stakeholders.
- Promotes successful relationships with stakeholders.
- Manages internal and external relationships in ways that promote the best interests of all parties.
- Champions the view that organizational effectiveness benefits all stakeholders.
- Serves as an advocate when appropriate.
- Fosters effective team-building among stakeholders.
- Demonstrates ability to effectively build a network of contacts at all levels within the HR function and in the community, both internally and externally.
Ways to Develop Relationship Management Skills

- Become a mentor or coach/have a mentor or coach.
- Attend networking events to build close relationships with colleagues and clients.
- Become active in external professional organizations.
- Volunteer to work closely with clients, and make yourself available for questions and requests.
- Seek out opportunities to practice active listening techniques and to ask open-ended questions.
- Volunteer to work on a cross-functional project or assignment.
- Work closely with others to develop a new training program or team-building activity.
- Participate in company retreats or team-building activities.
- Assist in conflict management, focusing on an interest-based approach.
- Familiarize yourself with various styles of conflict management.
- Offer empathy and concern when colleagues are in need of support.
- Find opportunities to model a positive attitude, and give colleagues a warm welcome when you interact.
- Seek out opportunities to build trust through honesty and consistency.
- Work to foster a respectful and considerate environment.
- Ask for feedback and input about the effectiveness of your interactions.
Lesson 2: The Role of Relationship Management in HR

Introduction
This lesson highlights the importance of effective workplace relationships, explores a designated HR role called “relationship manager,” and discusses the application of the reading assignment, “How to Get Real Value from Enterprise Social Networks.”

Why Relationships Matter
Research has determined that there are numerous positive outcomes associated with productive and healthy interpersonal relationships in the work environment. These include:
- Improved feelings of belonging and inclusion in the workplace.
- Greater job satisfaction.
- Increased performance and involvement by employees.
- More team cohesion.
- Positive work atmosphere.
- Increased organizational commitment.
- Greater sense of organizational support.
- Increased salary.
- More promotions.
- Greater career mobility.
- More involvement.
- Enhanced performance.
- Increased perceptions of fit.

Relationship Managers
- Are deployed to specific business units.
- Act in a liaison role.
- Apply HR generalist skills.
- Get to know the clients and their specific needs.
- Perform triage on requests for HR services.
- Often have a matrix reporting relationship to HR and to the business units.
- Provide consultation.
- Use all of the HR competencies to be successful.

Discussion: “How to Get Real Value from Enterprise Social Networks”
- How could social networking be used to make HR professionals more effective at relationship management?
- How could these social networks be used to help HR professionals manage a variety of relationships across the organization?
Lesson 3: Application of the Relationship Management Competency

- **Introduction**
  In this lesson you will participate in a situational judgment test (SJT). Individually you will read and assess multiple scenarios, decide the best course of action, and then discuss your answers in small groups.

- **Debrief**
  - For which scenarios did you agree on an approach?
    - Which approach did you take?
    - What was your rationale for taking this approach?
    - What are the biggest risks?
  - What additional information do you need to make an informed decision?
  - What are the key skills you need in each scenario to be successful?
Session 2: Summary

☐ Key Points from This Session

List your key points here:

☐ End-of-Session Discussion

- What are the key differences between the HR Expertise and Relationship Management competencies?
- What are some cross-cutting skills that are necessary to successfully master both of these competencies?