

Competencies for Early-Career HR Professionals



Session 2: Relationship Management

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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.

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❑ Relationship Management Subcompetencies

Subcompetency Focus Area	Subcompetency
Establishing Effective Business Networks (Connectedness)	<ul style="list-style-type: none"> ▪ Business networking expertise ▪ Visibility ▪ Community relationships ▪ Influence
Building Trust and Respect (Reputation)	<ul style="list-style-type: none"> ▪ Transparency ▪ Proactivity ▪ Responsiveness ▪ Customer service (internal and external) ▪ Teamwork ▪ Mutual respect ▪ Credibility ▪ Advocacy
Getting Results Through People (Performance)	<ul style="list-style-type: none"> ▪ People management ▪ Negotiation and conflict management ▪ Mentorship ▪ Employee engagement

❑ Relation 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?
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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?