

**Puzzle 3:** Find each of the nine competencies from the SHRM Competency Model in the grid below.

ETHICAL PRACTICE  
 CRITICAL EVALUATION  
 BUSINESS ACUMEN  
 CONSULTATION  
 RELATIONSHIP MANAGEMENT  
 GLOBAL & CULTURAL EFFECTIVENESS  
 HUMAN RESOURCES EXPERTISE  
 LEADERSHIP & NAVIGATION  
 COMMUNICATION

J	Q	V	E	F	T	D	N	A	X	C	G	D	Y	B	N	F	B	G	K	D	C	G	Q	M	S	W	Y
E	G	H	K	E	K	P	M	G	U	V	W	N	P	T	C	L	N	L	Q	F	Q	P	Z	A	B	S	T
J	D	T	Q	J	S	L	J	J	O	F	T	I	Y	I	G	C	N	O	K	N	Y	W	L	H	Y	L	F
U	S	N	Z	N	T	I	T	B	C	N	H	A	X	B	G	S	J	B	L	O	Q	L	W	C	E	O	W
J	W	E	F	O	M	M	T	W	W	T	Y	U	T	U	D	N	G	A	F	I	O	F	Q	Y	C	V	N
F	C	M	R	I	J	K	P	R	W	Z	R	E	L	A	C	O	B	L	X	T	A	U	H	Y	F	M	S
R	U	E	I	T	A	V	Y	V	E	D	N	V	G	Z	R	I	G	&	W	A	F	B	J	M	J	V	L
X	T	G	O	A	F	F	G	M	N	P	N	B	V	T	G	T	B	C	L	G	W	V	V	M	A	X	J
K	B	A	M	C	T	W	B	R	Y	X	X	E	F	V	Y	A	F	U	Y	I	C	W	D	P	D	R	G
W	H	N	H	I	O	G	K	K	S	W	M	E	M	N	R	U	V	L	C	V	E	I	K	N	V	G	I
N	G	A	X	N	U	F	B	M	I	Z	O	M	R	Z	I	L	I	T	P	A	V	T	S	X	N	A	I
E	T	M	R	U	C	E	I	X	K	K	Q	Q	Q	H	R	A	T	U	F	N	X	Z	Z	Y	V	X	Y
M	Z	P	W	M	M	Z	H	L	J	W	J	R	J	Q	M	V	S	R	A	&	C	M	S	O	I	B	O
U	J	I	W	M	L	W	J	X	U	S	K	A	R	U	V	E	W	A	X	P	T	O	E	J	M	P	I
C	D	H	D	O	Z	Y	P	A	X	U	P	F	F	M	T	L	X	L	Z	I	Q	W	C	K	V	U	X
A	N	S	S	C	K	D	L	V	G	G	V	H	Z	I	E	A	W	E	U	H	A	P	I	T	X	M	R
S	Y	N	F	C	R	I	K	E	H	D	I	J	I	D	P	C	A	F	W	S	O	I	T	M	W	B	X
S	M	O	O	O	R	J	L	L	U	O	J	R	F	F	H	I	Y	F	W	R	X	M	C	B	G	P	T
E	T	I	U	N	R	C	L	K	I	F	P	Z	G	P	M	T	O	E	R	E	N	R	A	J	S	L	D
N	H	T	U	S	F	U	N	R	C	M	R	E	S	F	V	I	N	C	Y	D	B	Y	R	L	I	X	Z
I	I	A	O	U	N	A	V	V	A	V	N	A	R	N	M	R	N	T	V	A	Z	L	P	O	H	V	I
S	C	L	Y	L	O	V	U	W	T	B	D	I	Y	X	C	C	T	I	H	E	B	H	L	I	E	D	O
U	P	E	W	T	V	N	S	C	M	U	W	V	R	N	C	P	Y	V	L	L	D	B	A	B	V	F	Y
B	A	R	M	A	O	H	P	K	T	X	B	R	X	H	B	L	Q	E	K	G	Q	K	C	V	V	E	G
R	C	J	U	T	M	L	X	R	O	D	Y	X	A	O	Z	B	N	N	C	O	E	K	I	R	O	J	U
U	Z	M	T	I	H	B	P	Y	K	Q	A	A	B	N	R	U	Q	E	L	X	J	F	H	Y	W	A	E
I	W	N	T	O	I	C	F	C	X	L	X	P	T	A	L	N	D	S	C	Q	W	A	T	A	S	Z	K
N	V	O	F	N	F	Z	E	J	B	W	X	A	T	L	P	U	Q	S	P	B	U	Q	E	E	H	X	D