HR Leaders as Paradox Navigators - It's a MUST!

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I worked in HR once
It was awful.
Paradox

<table>
<thead>
<tr>
<th>Short Term</th>
<th>VS</th>
<th>Long Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal</td>
<td>VS</td>
<td>External</td>
</tr>
<tr>
<td>Compliance</td>
<td>VS</td>
<td>Innovation</td>
</tr>
<tr>
<td>Business</td>
<td>VS</td>
<td>Employee</td>
</tr>
</tbody>
</table>
Why Paradox Navigation?
HR Competency Model

“Paradox navigator is far and away the most important competency in explaining business performance, and yet to date this is the mostly unexplored area in the HR profession.”

- Dave Ulrich
5 Steps to Navigate Paradox

1. Clarify the poles of the paradox.
2. Define best outcomes.
3. See others’ points of view.
4. Find common ground.
5. Take first steps.
Active Paradox Navigators
An integrated Helmer temperature management and refrigeration unit accessed via the BD Pyxis™ MedStation™ ES
Lifecycle of a Business

- Startup
- Rapid Growth
- Maturity
- Decline
- Rebirth
- Death
HR Competency Model

5 Steps to Navigate Paradox

1. Clarify the poles of the paradox. 
   Start-up vs Maturity
2. Define best outcomes. 
   Operate in both!
3. See others’ points of view. 
   Leadership, employees, partners, customers
4. Find common ground. 
   Set expectations
5. Take first Steps. 
   Town Hall & New Program Manager Position
What Does the Research Tell Us?

*Independent Impact of each HR competency on the perceived organization unit performance*

<table>
<thead>
<tr>
<th>Competency</th>
<th>External Customers</th>
<th></th>
<th>Investors/Owners</th>
<th></th>
<th>Line Managers</th>
<th></th>
<th>Employees</th>
<th></th>
<th>Business Performance</th>
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<tbody>
<tr>
<td></td>
<td>1 Individual (100)</td>
<td>2 Department (100)</td>
<td>3 Ind. (100)</td>
<td>4 Dept. (100)</td>
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<td>10 Dept. (100)</td>
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<td>20.5</td>
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<td>13.6</td>
<td>(8.0)</td>
<td>12.9</td>
<td>8.4</td>
<td>14.2</td>
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<td>19</td>
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<td>9.9</td>
<td><strong>11.1</strong></td>
<td>11.7</td>
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<td>12.3</td>
<td><strong>11.3</strong></td>
<td>12.4</td>
<td><strong>18.9</strong></td>
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<td>6.4</td>
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<td>8.4</td>
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<tr>
<td>Technology &amp; Media Integrator</td>
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<td><strong>18.7</strong></td>
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<td>4.2</td>
<td>12.5</td>
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<td>12</td>
<td><strong>8.5</strong></td>
<td><strong>21.1</strong></td>
<td>(6.7)</td>
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</table>

*These results show the percentage of variance in business unit performance explained by each of the competency domains for both individual HR professionals and department HR professionals. Columns add to 100%. Ulrich, D., Kryscynski, D., Ulrich, M., Brockbank, W., (2017) *Victory Through Organization*, NY, McGraw-Hill*
“Only the paradox comes anywhere near to comprehending the fullness of life.”

- Carl Jung
HR Competency Model

SHRM Body of Competency & Knowledge

LEADERSHIP & NAVIGATION

BUSINESS ACUMEN

ETHICAL PRACTICE

RELATIONSHIP MANAGEMENT

INTERPERSONAL

COMMUNICATION

GLOBAL & CULTURAL EFFECTIVENESS

CRITICAL EVALUATION

CONSULTATION

BUSINESS

SUCCEEDFUL BUSINESS OUTCOMES

STRATEGIC MINDSET/ EFFECTIVE INDIVIDUAL PERFORMANCE

*Applicable only to examinees testing within the U.S.
Assessing Your Paradox Navigation Skills
Your Charge
“Out beyond ideas of right doing and wrong doing there is a field. I’ll meet you there.”

- Rumi
Thank You!