



The Senior Human Resources Professional (SHRP) Grid

Dimension	Well below the level expected of a senior HR professional	Somewhat below the level expected of a senior HR professional	At the level expected of a senior HR professional	Somewhat above the level expected of a senior HR professional	Well above the level expected of a senior HR professional
<p>Trusted advisor is the ability to establish oneself as a business partner. Being a trusted advisor is not only a matter of the advice itself but how it is given.</p>	<p>Although a competent professional, this individual is not particularly sought out for their advice.</p>	<p>A solid professional but the perspective can sometimes be too narrow. This individual is certainly listened to, and their opinion has some weight but this influence is not consistent.</p>	<p>Is recognized for providing solid advice and establishing oneself as a business partner. Advises the senior leadership team on enterprise-wide issues. There is evidence that the advice is listened to and has a real impact on the organization.</p>	<p>This individual is widely appreciated for their insight into all matters HR. Others will seek out this individual for their input on a wide variety of issues.</p>	<p>Is widely sought out by others, both within and outside the organization, for their advice and opinion. Is considered to be insightful and astute.</p>
<p>Leadership refers to the ability to influence and engage others in the pursuit of specific objectives. This influence can be accomplished in many ways including mentoring and coaching others or thought leadership.</p>	<p>Although a solid contributor, this individual will rarely take the initiative to set direction or 'lead the charge.'</p>	<p>This individual can be counted on to direct others but is not always seen as a leader. This individual may not always be consistent in demonstrating leadership. This individual's leadership does not extend beyond their team, however.</p>	<p>This individual creates or defines direction for their unit or function which is aligned with the corporate goals. This individual has a proactive approach and a compelling vision for the future. This individual creates environment that motivates and inspires others. This individual's leadership extends beyond their team. This individual is able to lead cross-functional teams.</p>	<p>This individual 'stands out' in terms of leadership. They are usually at the forefront of issues, setting direction. They are known for their ability to marshal the energy of others. This individual's leadership extends well beyond their team.</p>	<p>Is widely recognized as a 'leader.' Is consistently able to mobilize others in the pursuit of an objective. Is unfailing in demonstrating leadership. This individual is a leader that enables others to lead. This is the kind of individual that others want to work for. This individual's leadership extends throughout their organization and beyond.</p>
<p>Strategic Orientation is the ability to link long-range</p>	<p>This individual understands Strategies and aligns</p>	<p>Thinks in Strategic (Future-Oriented) Terms: Develops</p>	<p>This individual has made a contribution to the overall</p>	<p>Understands External Impact on Internal Strategy: Is aware</p>	<p>Plans Actions to Fit Strategy (Own and Outside) and Meet</p>



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visions and concepts to daily work, ranging from a simple understanding to a sophisticated awareness of the impact of the world at large on strategies and on choices	current actions with strategic goals: Able to analyze and comprehend organizational goals and strategies developed by others. Prioritizes work in alignment with business goals, acts in accordance with externally set strategies, objectives, or goals.	long-term objectives, strategies, and goals. Orients to longer terms than day-to-day activities; determines long-term issues, problems, or opportunities. Develops and establishes broad scale, longer-term objectives, goals, or projects (e.g., affecting a business, department, several departments or a large organization). Develops a business strategy.	strategy of their organization. Assesses and links short-term, day-to-day tasks in the context of long-term business strategies This individual reviews own actions against the organization's strategic plan; considers the big picture when considering possible opportunities or projects or thinks about long-term implications of current activities. Anticipates all possible responses to different initiatives.	of the projected directions of trends (e.g., social, technological, etc.) and how changes might impact the organization; considers how present policies, processes, and methods (not current actions, but ongoing issues) might be affected by future developments and trends.	External Events: Ensures contingency plans exist for problems and situations that might occur; redesigns the department and/or organization to better meet long-term objectives; establishes a course of action to accomplish a long-term goal or vision, and/or shares own view of the desirable future state of the business, department or organization.
Breadth of knowledge refers to knowledge but not in a textbook sense. An understanding of how things work in HR and in business—this breadth of experience comes from having worked through business challenges. Commitment to continuous development in the application of knowledge to create solutions and recommendations.	This individual is competent in their role but their knowledge is relatively narrow and limited. This individual has a relatively narrow perspective often rooted in a single discipline.	This individual has a solid understanding of the basics but there may be significant gaps here and there; also the experience may not be at a senior level.	This individual has a solid grounding as a generalist. Has a solid grasp of the theory application and practice HR. Although this individual may not have direct experience in all areas of HR, this individual has a solid basis of experience in most of the areas of HR.	This individual has a comprehensive understanding of HR in most of its facets. This individual has demonstrated a strong commitment to continuous development over time.	This individual is someone who is amazingly well-informed. Always seems to be 'ahead of the curve.' Has tremendous insight into the HR dimensions of the organization.
Ability to build HR strategy that aligns to business. Able to set a direction. Has a clear	This individual tends to be focused on process rather than strategy. They get the	Although this individual has a good grasp of the business strategy, this grasp does not	This individual has a solid grasp of the business strategy and is able to develop an HR strategy	This individual is able to establish HR as one of the pillars of organizational	The ideal of having the HR Function fully aligned to the business strategy is realized—



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sense of what needs to be done, what the best course of action is. Able to develop a multi-pronged and articulated response to various HR challenges.	job done but the approach may be seen as ‘HR-centric.’	always translate into a clearly aligned HR strategy.	that enables the business This individual is able to link short-term action plans to longer-term corporate business strategies.	strategy. The HR strategy is well articulated and linked to the business strategy.	not only alignment of the HR Function to the strategy of all but the alignment of all executives, managers, and employees to the organization’s strategy.
<p>Impact and influence. Ability to deal with organization-wide challenges. Able to size up organization-wide problems. Understands what kinds and level of investments (effort, talent, and budget) need to be made to achieve certain objectives. Knows how to coordinate action across teams and departments. This individual is a catalyst for alignment and change. Establishes partnerships. Is adaptable.</p>	This individual does what is expected of them but they are not having organization-wide impact. The impact of this individual is limited to a specific team, project, or initiative.	Although this individual’s input is always appreciated, it cannot be said that their input is always sought out. This individual’s influence may be less than it could be due to some gaps in knowledge or experience.	This individual is one that is considered to have ‘their seat at the table.’ Their opinion is respected on a variety of business matters. Most importantly, this individual has had, and continues to have, a real impact on their organization. This individual brings an HR perspective to business matters which are valuable and valued.	This individual is definitely having a notable impact on their organization. This individual is definitely shaping the agenda of their organization.	No important decision is taken without the participation of this individual. This individual is always a key player in the strategic decision making process.