

Future Ready HR: Building the Critical Competencies for 2026 & Beyond

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Future Ready HR Professional Competency Self-Assessment

Rating Scale			
1 = Needs Development	2 = Emerging	3 = Proficient	4 = Advanced
Limited understanding or application of the skill or concept	Growing awareness and partial application of the skill or concept	Consistently demonstrates solid understanding and effective application of the skill or concept	Exceeds expectations by demonstrating deep understanding & exceptional application of the skill or concept

Digital & Analytical Fluency

Competency	Description	Self-Reflection Questions	Your Rating
AI & HR Tech Literacy	Understanding and leveraging AI, automation, and HRIS tools.	Do I understand how AI is transforming HR? Can I use or manage HR tech platforms effectively?	
Digital Change Management	Leading digital transformation initiatives.	Have I led or supported digital change in HR processes?	
People Analytics	Using data to drive HR & Business decisions and measure impact.	Am I comfortable interpreting HR data? Do I use analytics to inform decisions?	

Human-Centered Leadership

Competency	Description	Self-Reflection Questions	Your Rating
Emotional Intelligence (EQ)	Managing self and others' emotions effectively.	Do I respond empathetically to others? Can I manage conflict constructively?	
Coaching & Mentoring	Supporting employee growth and leadership development.	Do I regularly coach or mentor others? Do I ask empowering questions?	
Conflict Resolution	Resolving conflict by reaching agreement that satisfies all parties involved	Do I effectively facilitate problem solving to resolve conflict throughout the organization?	

Organizational Agility & Change

Competency	Description	Self-Reflection Questions	Your Rating
Change Management	Leading and supporting organizational change.	Do I help teams adapt to change? Can I manage resistance effectively?	
Risk Management	Identifying and mitigating workforce-related risks.	Do I assess risks in HR policies and practices?	
Culture	Understand and foster a positive culture	Do I actively influence the company's culture to create a positive employee experience?	
Organizational Design	Structuring teams and roles for agility and performance.	Have I contributed to redesigning org structures or workflows?	

Collaboration & Influence

Competency	Description	Self-Reflection Questions	Your Rating
Stakeholder Management	Building trust and alignment with internal and external partners.	Do I engage stakeholders early and often? Can I influence decisions across departments?	
Project & Program Management	Leading cross-functional HR initiatives.	Have I led HR projects from planning to execution?	
Communication & Active Listening	Clear, empathetic, and strategic communication.	Do I tailor my communication to different audiences? Do I practice active listening?	

Strategic & Business Acumen

Competency	Description	Self-Reflection Questions	Your Rating
Business Acumen	Understanding business operations, financials, and aligning HR strategy with organizational goals.	Do I understand my organization's business model and financial drivers? Can I align HR initiatives with strategic goals?	
Strategic Workforce Planning	Anticipating future talent needs and planning accordingly.	Am I involved in long-term talent planning? Do I use data to forecast workforce trends?	
Scenario Planning	Preparing for multiple future scenarios and workforce disruptions.	Have I developed contingency plans for different workforce scenarios?	

Roadmap to Readiness

Build Your Future-Ready HR Competency Personal Action Plan

1. What are your 2 competencies from today's session that you want to develop?

Competency #1:		Competency #2:
2. What specific actions will you take in the next 90 days to strengthen this competency?		2. What specific actions will you take in the next 90 days to strengthen this competency?
3. Who can support your development?		3. Who can support your development?
4. How will you measure success?		4. How will you measure success?

Development Resources by Competency

Digital & Analytical Fluency

AI & HR Tech Literacy

- *Book:* Artificial Intelligence for HR by Ben Eubanks
- *Course:* **SHRM AI+HI Specialty Credential** <https://www.shrm.org/credentials/specialty-credentials/ai-hi-specialty-credential>
- *Tool Practice:* ChatGPT (OpenAI), Microsoft Copilot, Claude (Anthropic), Google Gemini

Digital Change Management

- *Framework:* Prosci, Lewin's Change Management Model
- *Courses:* **AIHR Digital Change Management** <https://www.aihr.com/courses/digital-change-management;;> Prosci: Change Management Certification (for advanced).
- **Mercer AI Forum:** <https://www.mercer.com/campaigns/transformation/hr-technology-hub-interest/>

People Analytics

- *Book:* People Analytics in the Era of Big Data by Jean Paul Isson & Jesse Harriott.
- *Course:* **SHRM People Analytics Specialty Credential** <https://www.shrm.org/events-education/education/team-training/shrm-people-analytics-specialty-credential>
- *Tool Practice:* Your own HRIS system, or Excel dashboards to interpret HR metrics, PowerBI.

Human-Centered Leadership

Emotional Intelligence (EQ)

- *Books:* Emotional Intelligence 2.0 by Travis Bradberry; HBR's 10 Must Reads - On Emotional Intelligence
- *Tool:* EQ-i 2.0 or Six Seconds EQ self-assessment
- *Course:* EANE Leadership Class – The Emotionally Intelligent Leader

Coaching & Mentoring

- *Book:* The Coaching Habit by Michael Bungay Stanier.
- *Tool:* GROW Coaching Model one-page guide
- *Course:* EANE HR YOUiversity – HR as a Coach

Conflict Resolution

- *Book:* Patrick Lencioni *The Five Dysfunctions of a Team*
 - *Tool:* Thomas-Kilmann Conflict Mode Instrument (TKI).
 - *Course:* EANE Leadership Class – Effectively Managing Conflict
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Organizational Agility & Change

Change Management

- *Framework:* Kotter's 8-Step Change Model
- *Book:* *Switch: How to Change Things When Change Is Hard* by Chip and Dan Heath or *Leading Change* by Kotter
- *Course:* EANE Leadership Class – Leading Change

Risk Management

- *Guide:* SHRM Toolkit on HR Risk Management
- *Course:* **HRCI upSkill - Risk Management**
- *Tool:* Risk Register template (map HR risks & mitigations)

Culture

- *Article:* MIT Sloan – Building Culture from the Middle Out ; McKinsey & Company – Five bold moves to quickly transform your Organizations Culture
- *Assessment:* EANE Engagement Survey; Denison Organizational Culture Survey
- *Podcast:* TEDx How to design and build a healthy company culture – Melissa Daimler

Organizational Design

- *Book:* *Designing Dynamic Organizations* by Galbraith, Downey, & Kates
 - *Tool:* Org Design Canvas (free online templates)
 - *Course:* SHRM HR Without Boundaries-Rethinking Organizational Design for a Dynamic Workforce
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Collaboration & Influence

Stakeholder Management

- *Tool:* Stakeholder Map/Power-Interest Grid
- *Book:* *Influence Without Authority* by Cohen & Bradford

- *Courses:* EANE HR YOUiversity – Building Strategic Relationships for HR Leaders with Business Acumen; EANE HR YOUiversity - HR Leadership – Influencing Up and Down; EANE Professional Development – Influence Without Authority

Project & Program Management

- *Certification:* PMP or CAPM (PMI)
- *Tool:* Smartsheet, Trello, or MS Project templates for HR projects
- *Course:* EANE Leadership – Project Management a Blueprint for Success.; HRCI - Project Management Team Leadership

Communication & Active Listening

- *Book:* The Art of Active Listening: How People at Work Feel Heard, Valued, and Understood By Heather R Younger
 - *Tool:* Executive Excellence - Active Listening self-assessment worksheet
https://executiveexcellence.com/wp-content/uploads/2019/05/ActiveListening-SelfAssessment_Fillable.pdf
 - *Course:* EANE Leadership Communication Skills for Leaders. HR Skills: Communication and HR
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Strategic & Business Acumen

Business Acumen

- *Books:* Financial Intelligence for HR Professionals by Berman & Knight; Financial Statements by Thomas R. Ittelson
- *Course:* EANE HR YOUiversity –Developing your HR Business Plan
- *Tool:* Partner with Finance to review quarterly reports and practice linking HR data to business metrics

Strategic Workforce Planning

- *Guide:* SHRM Workforce Planning Toolkit
- *Course:* EANE HR YOUiversity – Succession Planning Best Practices
- *Tool:* AIHR - Strategic workforce planning templates

Scenario Planning

- *Books:* The Art of the Long View by Peter Schwartz.; Jim Collins – Great By Choice
- *Course:* EANE HR YOUiversity –Critical Thinking & Problem Solving for HR Professionals
- *Tool:* SHRM - Using Scenario Planning to Facilitate Agility in Strategic Workforce Planning

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