



**HR WITH ATTITUDE**  
**COMMUNICATION SKILLS FOR**  
**CREDIBLE ACTIVISTS**  
**LANCASTER COUNTY ASSOCIATION**  

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**FOR HUMAN RESOURCE MANAGEMENT**

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# HR WITH ATTITUDE?

- **SINCE 1987, SHRM, ALONG WITH DAVE ULRICH, PROFESSOR OF BUSINESS AT UNIVERSITY OF MICHIGAN HAVE CONDUCTED 5 ROUNDS OF THE HR COMPETENCY STUDY**

# LATEST RESULTS

- **BOOK:**

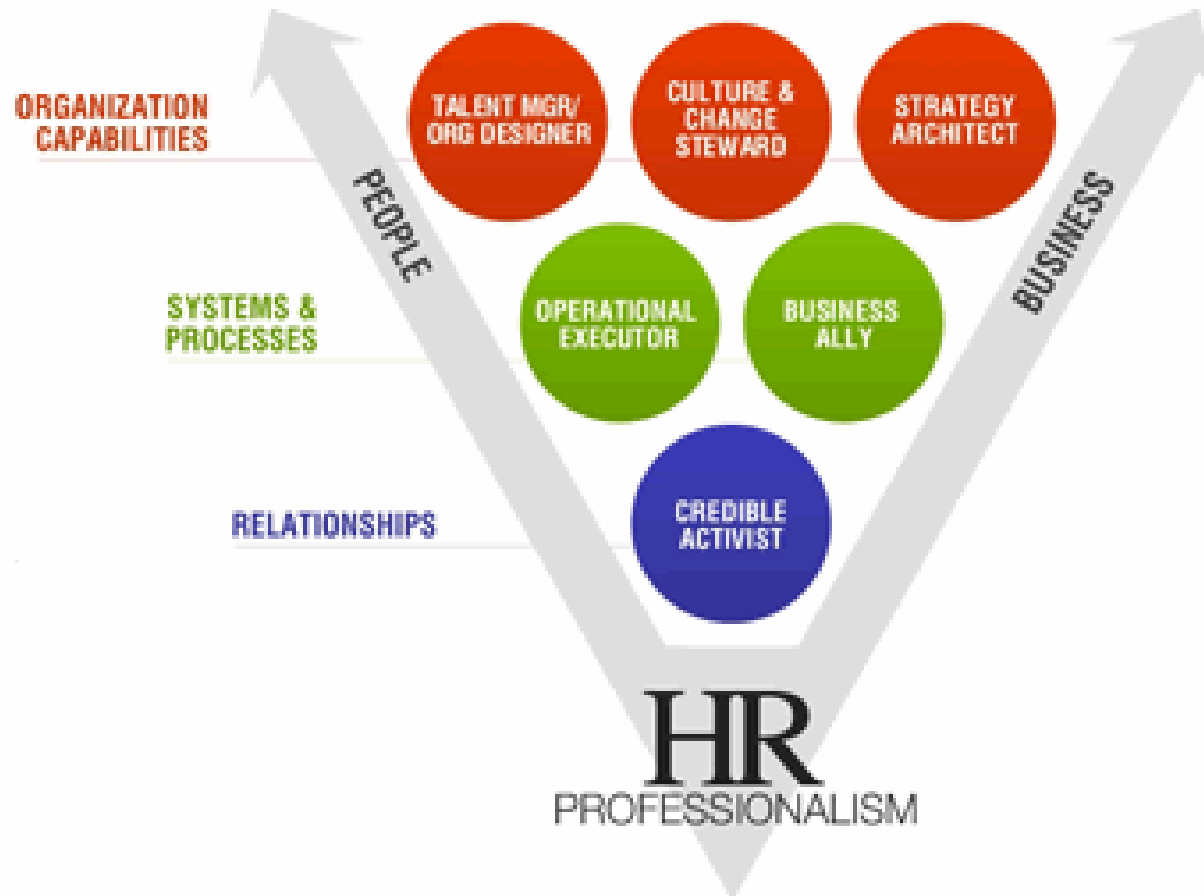
**HR COMPETENCIES;**

**MASTERY AT THE INTERSECTION OF  
PEOPLE AND BUSINESS**

- **ONLINE:**

**[WWW.SHRM.ORG/COMPETENCIES](http://WWW.SHRM.ORG/COMPETENCIES)**

# LATEST MODEL



# CREDIBLE ACTIVIST

- **FACTOR 1: DELIVERING RESULTS WITH INTEGRITY**
- **FACTOR 2: SHARING INFORMATION**
- **FACTOR 3: BUILDING RELATIONSHIPS OF TRUST**
- **FACTOR 4: DOING HR WITH AN ATTITUDE**

# DOING HR WITH AN ATTITUDE

- **TAKING  
APPROPRIATE RISKS.**
- **PROVIDING CANDID  
OBSERVATIONS.**
- **INFLUENCING  
OTHERS.**
- **NOT WAITING FOR  
PROBLEMS TO FIND  
YOU.**



**“ BEING WELL LIKED AND TRUSTED IS NO LONGER ADEQUATE FOR HR EFFECTIVENESS. CREDIBILITY MUST BE COUPLED WITH THE ABILITY TO BE AN ACTIVIST – TO HAVE AN OPINION, TAKE APPROPRIATE RISKS, AND INFLUENCE OTHERS.”**

**DAVE ULRICH**

*HR*

*COMPETENCIES*

**LOW ACTIVIST**  
**HIGH ACTIVIST**

**RISK OF BEING  
SEEN AS  
IMPETUOUS,  
ARROGANT OR  
UNINFORMED**

**OPPORTUNITY  
TO HAVE  
IMPACT**

**RISK OF BEING  
SEEN AS  
MARGINAL OR A  
POOR  
PERFORMER**

**RISK OF BEING SEEN  
AS IRRELEVANT,  
RESTING ON PAST  
LAURELS, NOT  
UNDERSTANDING THE  
BUSINESS**

**LOW CREDIBILITY**

**HIGH CREDIBILITY**

# INVEST IN YOURSELF

- **KNOW YOURSELF**

- **KNOW YOUR BEHAVIORAL COMFORT ZONE.**

- **MBTI**

- **DISC**

- **AVA**

- **16PF**

- **OTHERS**

- **SOURCE FOR INFO ON ASSESSMENT EFFECTIVENESS:  
BUROS INSTITUTE [WWW.UNL.EDU/BUROS/](http://WWW.UNL.EDU/BUROS/)**

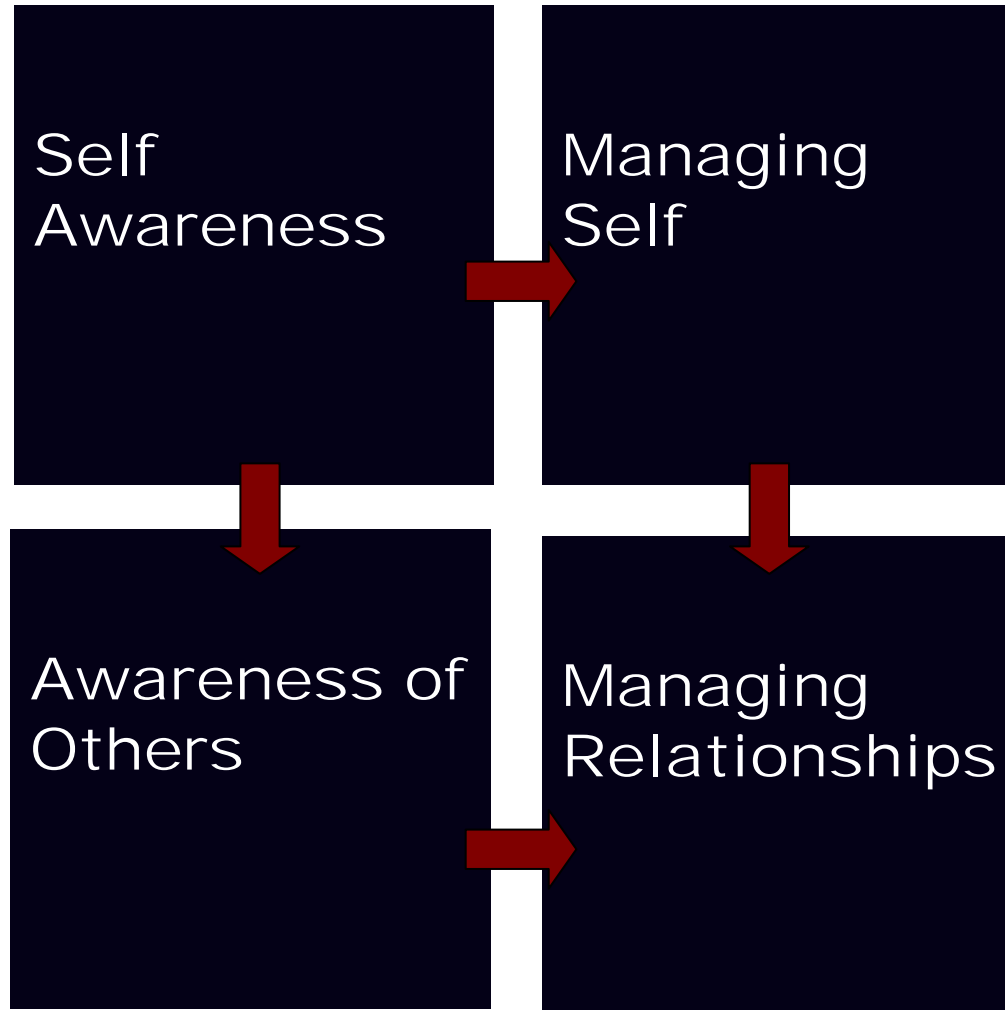
# PERSONAL BEHAVIOR ZONES



# MYERS BRIGGS TYPE INDICATOR

- **PLEASE UNDERSTAND ME II**  
–DAVID KEIRSEY
- **INTRODUCTION TO TYPE AND EMOTIONAL INTELLIGENCE**  
([WWW.CPP.COM/ITTLIBRARY](http://WWW.CPP.COM/ITTLIBRARY))
- **INTRODUCTION TO TYPE AND TEAMS**
- **INTRODUCTION TO TYPE AND COACHING**

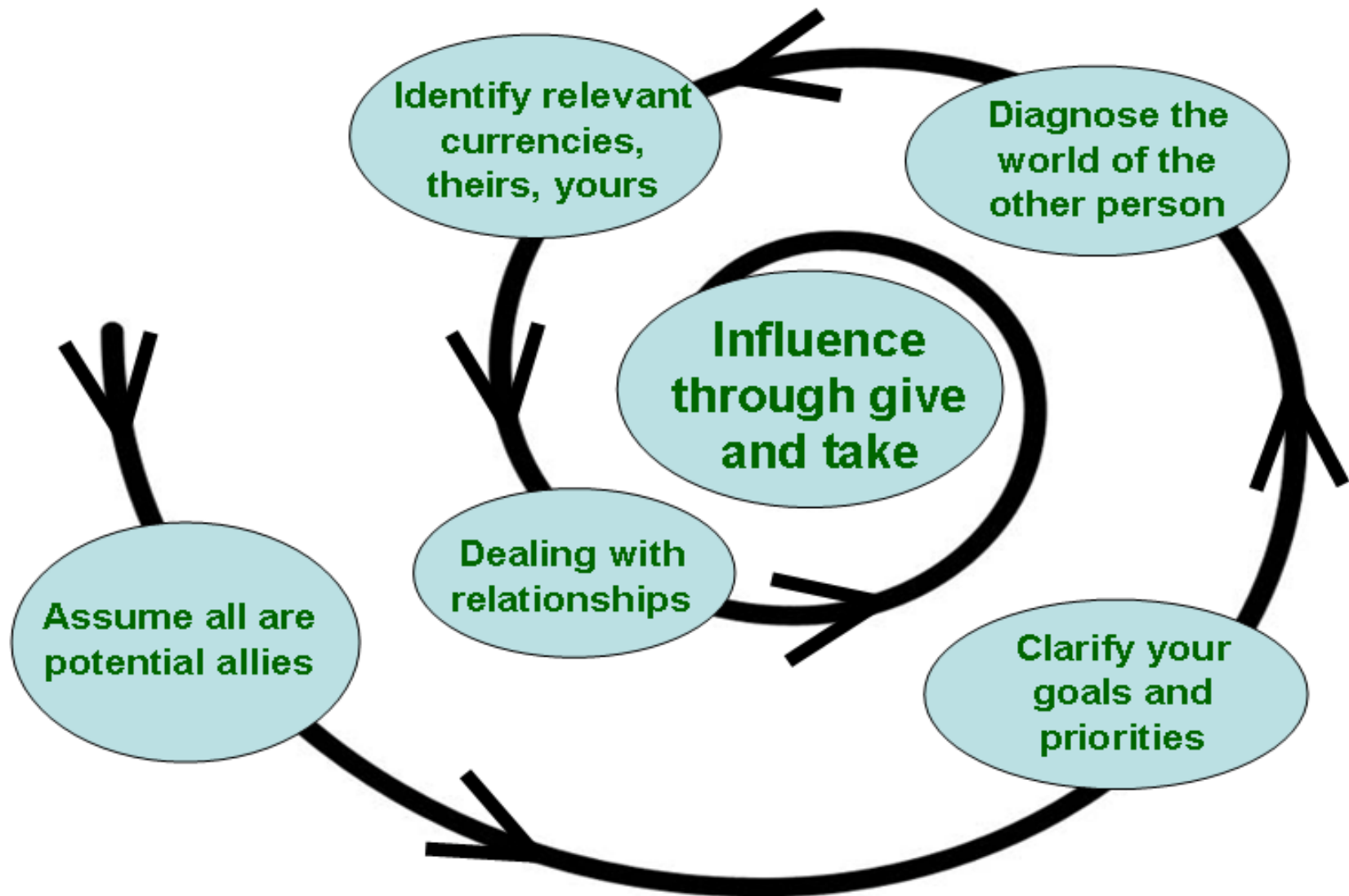
# DEVELOP YOUR EQ



# LEARN TO INFLUENCE

- **INFLUENCE WITHOUT AUTHORITY**  
– **ALLAN R. COHEN & DAVID L. BRADFORD**
- **FLAWLESS CONSULTING: A GUIDE TO GETTING YOUR EXPERTISE USED**  
– **PETER BLOCK**

# INFLUENCE MODEL



# **ASSUME EVERYONE IS A POTENTIAL ALLY**

- **NOT DOING THIS IS THE DEADLIEST OF SELF-CREATED TRAPS**
- **IN OUR JOBS, WE HEAR “No” OFTEN**
- **FEW PEOPLE CAN BE TURNED DOWN SEVERAL TIMES WITHOUT FEELING LIKE THERE IS SOME DEFECT WITH THE OTHER PERSON’S CHARACTER, MOTIVES OR INTELLIGENCE (PSYCHOLOGISTS CALL THIS ATTRIBUTION)**

# NEGATIVE ATTRIBUTION

- ONCE YOU THINK SOMEONE IS A JERK, IT'S LIKE WEARING A BIG NEON SIGN ON YOUR FOREHEAD
- IT'S HARD TO FIND A BIG ENOUGH COVER FOR THAT SIGN!
- WHO WANTS TO ALLOW THEMSELVES TO BE INFLUENCED BY SOMEONE WHO THINKS THEY'RE A JERK?

# **CLARIFY YOUR GOALS & PRIORITIES**

- **WHAT DO YOU WANT FROM YOUR POTENTIAL ALLY?**
- **SORT OUT YOUR PERSONAL DESIRES FROM WHAT IS NECESSARY TO DO YOUR JOB.**
- **DON'T GET DISTRACTED BY BEING RIGHT, GETTING EVEN, OR HAVING THE LAST WORD**
- **WOULD YOU RATHER BE RIGHT OR BE EFFECTIVE?**

# **CLARIFY YOUR GOALS FOR THIS RELATIONSHIP**

- **WHAT ARE YOUR PRIMARY VS. YOUR SECONDARY GOALS?**
- **DO YOU HAVE SHORT TERM VS. LONG TERM GOALS?**
- **WHAT ARE YOUR “MUST HAVES” VS. “NICE TO HAVES” THAT YOU CAN NEGOTIATE AWAY?**
- **IS YOUR PRIORITY TO ACCOMPLISH CERTAIN TASKS OR TO PRESERVE/IMPROVE THE RELATIONSHIP?**

# DIAGNOSE THE ALLY'S WORLD

- UNDERSTAND THE ORGANIZATIONAL SITUATION OF THE POTENTIAL ALLY
- WHAT DRIVES MOST OF WHAT HE/SHE CARES ABOUT?
  - SOCIAL NEEDS?
  - HOW IS THE PERSON'S PERFORMANCE MEASURED AND REWARDED?
  - WHAT ARE THE EXPECTATIONS OF THE PERSON'S MANAGER? PEERS?
  - WHERE IS THE PERSON IN HER/HIS CAREER?

# **WHAT KEEPS YOUR ALLY AWAKE AT NIGHT?**

- **EVERYONE IS UNDER SOME KIND OF PRESSURE**
- **UNDERSTANDING WHAT THOSE PRESSURES ARE HELPS OVERCOME NEGATIVE ATTRIBUTION (BLAMING BAD PERSONALITY, CHARACTER, OR MOTIVES)**

# **IDENTIFY RELEVANT CURRENCIES (YOURS/THEIRS)**

- **SOMETHING OF VALUE YOU HAVE THAT YOU CAN TRADE SOMETHING OF VALUE THEY HAVE**
- **MOST PEOPLE CARE ABOUT MORE THAN ONE THING (SUCCESS, BEING LIKED, LOOKING GOOD TO THE BOSS)**
- **THE MORE CURRENCIES YOU CAN IDENTIFY, THE MORE POSSIBILITIES FOR EXCHANGE**

# **WHAT ABOUT YOUR BOSS'S CURRENCY?**

- **GET WORK DONE ON TIME**
- **DO HIGH QUALITY WORK**
  - **MAKE THE BOSS LOOK GOOD**
- **PASS ON IMPORTANT INFORMATION**
- **DEFEND YOUR MANAGER TO OTHERS**
- **ALERT YOUR MANAGER TO  
POTENTIAL DISASTERS**

# DEALING WITH RELATIONSHIPS

- **WHAT IS THE NATURE OF YOUR RELATIONSHIP WITH THE PERSON?**
  - **POSITIVE, NEUTRAL, NEGATIVE?**
  - **BUILD TRUST AND CREDIBILITY**
  - **BE GENUINE, NOBODY LIKES TO FEEL MANIPULATED**
  - **INFLUENCE DOESN'T WORK IF IT'S BASED ONLY ON SELF-INTEREST – EXPECT TO GIVE BEFORE YOU GET**

# **UNDERSTAND THEIR PREFERENCES**

- **SOME WANT OPTIONS, OTHERS WANT THE ONE CONCLUSION**
- **SOME WANT A THOROUGH ANALYSIS, OTHERS WANT BIG PICTURE/BOTTOM LINE**
- **THE BETTER YOU DIAL IN YOUR APPROACH TO THEIR STYLE, THE MORE INFLUENCE YOU'LL HAVE**

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