

[State of the HR Nation]

The New HR Competencies – What They Mean to You

Dear Friends:

David Ulrich has come up with six domains that make up the new HR competencies. Once you've gotten past the weird names and realizing they don't address the traditional competencies of HR, i.e., compensation, staffing, etc., you'll see that they are hugely relevant. They appeared that way to the panels of CEOs and high level HR executives who spoke with James Holland, my business partner, and me at the HR Star Conference last month.

1. **Credible Activist** – Be respected, trusted and listened to, while at the same time taking a position, having a point of view and speaking out in meetings in a credible, timely fashion.
2. **Culture and Change Steward** – Be a leader in aligning your organization's culture with business objectives and updating it when needed.
3. **Talent Management/Organizational Designer** – You are responsible for structuring and setting up the organization for success to foster an upward-moving employee base.
4. **Strategy Architect** – Be innovative. Design and implement strategies that forward your organization, make improvements on existing strategies, and demolish and remove strategies that are not effective.
5. **Operation Executor** – Execute flawlessly. Build an operational structure that will support growth and will work perfectly every time.
6. **Business Ally** – You are responsible for having an understanding of your business and must be able to take a position on business issues.

If you can focus on these and deepen the traditional areas, you can beat the pack. And, according to a recent Deloitte study, you need to do so. CEOs are consulting less with their HR teams, even though HR compensation is rapidly rising. I'll cover this bi-polar subject next month.

This month we'd like to thank Laura Owen, VPHR of Credence Systems, for her friendship and support over the past decade.

Take care,
Valerie

Hot Happenings

Arizona-based HR meetings and interviews

13th Annual Arizona SHRM State Conference: Managing Your HR Career, presented by Valerie Frederickson

September 4 - 5, 2007 – Chandler, AZ

Hear a fresh perspective on where to go next with your career and how to get there.

Attention Arizona HR Professionals! Set up a time to meet with the VF&Co Executive Search Team to discuss augmenting your HR staff or Human Resources job opportunities for you. Contact our HR Consulting Team at consulting@vfindco.com to set up a meeting.

VF&Co Owners Meet with clients in Eastern and Western Europe
September 20 - 25, 2007 – Warsaw, Amsterdam, and Paris

Are you in Europe and need to augment your Human Resources staff in the United States or require US compliance expertise? To set up an in-person meeting in Europe with Valerie Frederickson and James Holland, email consulting@vfindco.com.

Presidio Benefits Group Speaker Series Luncheon: Super Size Your HR Career, presented by Valerie Frederickson

October 10, 2007, 11 am to 1 pm – San Francisco, CA

How do you stand when compared with your peers? Are you headed for continued success? Learn what you can do now and in the future to maximize your HR career.

Human Resources Executive Search Opportunities

[Click here](#) to view current executive search job openings and recently closed searches.

VF&Co Internal Positions

Consulting Services Associate, Executive Search Practice (Menlo Park, CA)

Work as a member of the highly successful Executive Search team to build key relationships with clients and candidates, and place HR executives in positions around the world. Email your resume in MS Word format to recruiting@vfindco.com.

Client Services Associate, Business Development (Menlo Park, CA)

Develop and lead business development initiatives to help grow the business. Interact with the best companies in Silicon Valley and around the world, and partner with our global OI Partners. Email your resume in MS Word format to recruiting@vfindco.com.

Marketing and PR Associate (Menlo Park, CA)

Manage marketing communications materials, drive website optimization, create proposals and presentations for international conferences, develop relationships with the press, and work with a great team to continue VF&Co's upward growth. Email your resume in MS Word format to recruiting@vfindco.com.

Administrative Assistant (Menlo Park, CA)

Support business operations, the executive search team, and the accounting group. Answer the phones and be the first point of contact for all of our clients and candidates. Great career position with excellent exposure to operations and consulting. Email your resume in MS Word format to recruiting@vfindco.com.