

- Benefits
- Compensation
- Recruitment
- Employee/Labor Relations
- Employee Development
- HR Data, Systems and Analytics
- Risk Management, Compliance and Public Policy
- Organizational Development and Planning
- Budget and Finance
- Project Management

- Building Trust
- Team Building
- Self-Awareness and Accountability
- Relationship Management
- Constructive Inquiry
- Collaboration
- Ethics
- Communications
- Cultural Competence/DEI
- Credibility
- Coaching
- Mentoring

# Application

HIGHER EDUCATION

#### Core

(Experiential) Achieving (Opera specific higher ed HR skills from experience or learning IMPACTING

## Engagement

Awareness

(Relational) A strong culture that places importance on relationships, connections and care throughout the entire institution

### Building Capabilities

(Operational) Overseeing the functioning and activities of teams, departments or

### Strategic Leadership

(Influential) Having great influence on work, direction of work and rapport

- Identify, Recruit and Onboard Talent
- Performance Management
- Succession Planning
- Cultural Architect and Steward
- Change Management
- HR Operations

- Leading the Higher Ed Business Model
- Strategic Positioner
- Continuous Improvement
- Planning

Mastery

- Critical Thinking
- Influence

Influence