

Culture and change management

Comparative profile view

HR activity	Administer, support, process: these roles carry out the day to day administration and execution activities of the HR function	Advise, research, contribute, consult, inform: these roles ensure the activities of the HR function are carried out effectively, according to policy and are communicated		Manage, coordinate, develop, deliver, implement, facilitate, research, represent, advocate: these roles drive the activities within the HR function and ensure they are understood and valued	Lead, oversee, manage, direct, inspire, represent, influence, coach: these roles lead the HR function in delivering activities that contribute value to the organisation	Direct, lead, coach, influence: these roles head up the HR function and drive HR's contribution to organisational strategy		
HR knowledge	Understanding: these roles have a sound understanding of basic principles of HR and how to deliver basic activities	Application: these roles can look at the big picture for the HR function and understand how it aligns with the organisation		Development: these roles map the level of HR knowledge within the HR function and create opportunities to develop knowledge where required	Drive: these roles identify what knowledge the function needs to deliver value to the organisation and communicate this to the function	Embody: these roles represent the HR function to the organisation		
Manage change processes and work to deliver desired organisational culture	Administer and support change processes that work to deliver desired organisational culture	Contribute to change processes that work to deliver desired organisational culture		Identify change processes required to support desired organisational culture	Manage change processes required to support desired organisational culture	Influence and shape culture and direct change processes required to support desired organisational culture		
	1	2	3	4	5	6	7	8+
Work with the Executive to articulate vision for the organisation and communicate the need for change when required	Administer and support activities to communicate the organisation's vision and need for change when required	Contribute to activities to communicate the organisation's vision and need for change when required		Develop and implement activities to communicate the organisation's vision and need for change when required	Work with the Executive to articulate vision for the organisation and communicate the need for change when required	Work with the Executive to articulate vision for the organisation and communicate the need for change when required		
Work with the Executive to understand the optimal culture for the organisation to achieve its objectives	Support research and analysis activities to understand the optimal culture for the organisation to achieve its objectives	Contribute to research and analysis activities to understand the optimal culture for the organisation to achieve its objectives		Develop and implement research and analysis activities to understand the optimal culture for the organisation to achieve its objectives	Work with the Executive to understand the optimal culture for the organisation to achieve its objectives	Work with the Executive to understand the optimal culture for the organisation to achieve its objectives		
Design and deliver innovative people practices that support a positive culture	Administer and support innovative people practices that support a positive culture	Contribute to innovative people practices that support a positive culture		Develop and implement innovative people practices that support a positive culture	Drive the design and delivery of innovative people practices that support a positive culture	Lead and influence the design and delivery of innovative people practices that support a positive culture		
Provide processes and support to the organisation when change is required	Administer and support processes when change is required	Contribute to processes to support change when required		Develop and implement processes and provide support to the organisation when change is required	Manage processes and provide support to the organisation when change is required	Influence processes and provide support to the organisation when change is required		
Assist employees to understand the impact of their behaviour on organisational culture	Administer and support activities that assist employees to understand the impact of their behaviour on organisational culture	Contribute to activities that assist employees to understand the impact of their behaviour on organisational culture		Develop and implement activities that assist employees to understand the impact of their behaviour on organisational culture	Inspire employees to understand the impact of their behaviour on organisational culture	Influence employees to understand the impact of their behaviour on organisational culture		