

SIRM





- Who are you?
- Who are you with (company)?
- What is your industry?
- What is your company's head count?
- Why are you here?

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COMPETENCIES



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SIRM

Behavioral Competencies





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SIRM The Role of the Leader

Leadership style affects employees':

- Ability to make decisions.
- Sense of responsibility.
- Standards for performance.
- Belief that they will be rewarded.
- Sense of mission/shared values.
- Commitment to shared goal.

Functions of management

- Planning
- Organizing
- Staffing
- Directing
- Controlling

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SIRM Leadership Approaches

- Coercive** Leader imposes a vision or solution.
- Authoritative** Leader proposes a solution and invites team to join this challenge.
- Affiliative** Leader creates strong relationships and encourages feedback.
- Democratic** Leader invites followers to collaborate and acts by consensus.
- Pacesetter** Leader models high performance standards.
- Coaching** Leader develops team members' skills.

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SIRM LEADERSHIP APPROACHES

Coercive	• Do what I say.	AGGRESSIVE
Authoritative	• Come with me.	AGGRESSIVE
Affiliative	• People come first.	PASSIVE
Democratic	• What do you think?	PASSIVE
Pacesetter	• Do as I do, NOW	AGGRESSIVE
Coaching	• Try This	PASSIVE

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SIRM **Universal Characteristics of Leaders**

Certain characteristics are defined around the world as traits of real leaders.

- Trustworthy and dependable
- Just
- Honest
- Thinks and plans ahead
- Encouraging
- Positive
- Dynamic
- Motivational
- Confidence building
- Decisive
- Committed to excellence
- Intelligent and informed
- Effective, win-win bargainer
- Administratively skilled
- Communicative
- Organized

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SIRM **Trait Theory and Behavioral School**

Trait theory

- Leaders possess **innate** characteristics.
- Equates characteristics and leadership without evidence.
- May discourage leader development.

Behavioral school

- Leaders **influence** group members through certain behaviors.

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SIRM **Blake-Mouton Theory**

Manager types

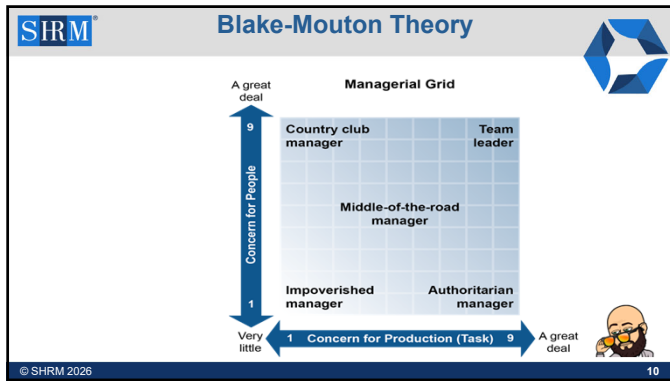
- Country club managers
- Impoverished managers
- Authoritarian managers
- Middle-of-the-road managers
- Team leaders

Task
Work to be done

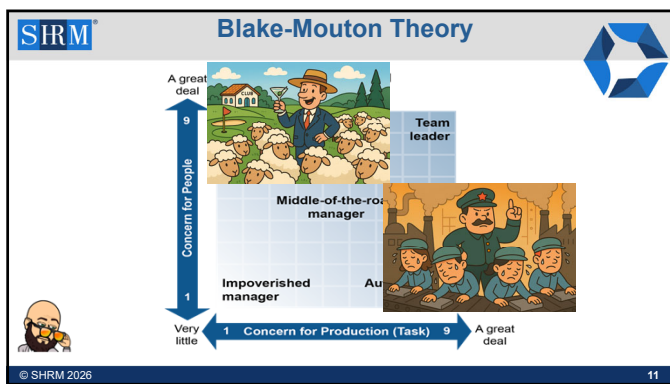
Employees
Relationships

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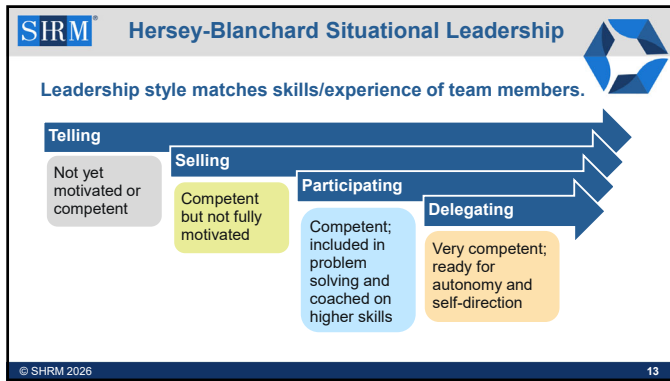
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SIRM **Situational Theories**

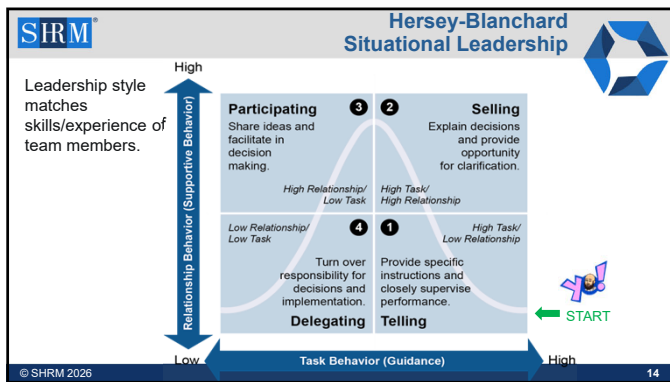
- Leaders can **flex** their behaviors to meet the needs of unique situations.
- Employ both task or directive behaviors and relationship or supportive behaviors with employees.

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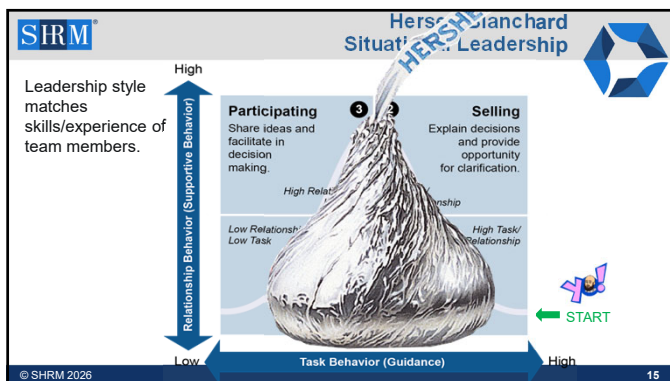
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SIRM

Fiedler's Contingency Theory



- Leaders change situation to make it more "favorable," more likely to produce good outcomes.
- "Situation favorableness" occurs when:
 - Leader-member relationships are strong.
 - Task structure and requirements are clear.
 - Leader can exert necessary power to reach group's goal.
- Unfavorable situations can be changed by:
 - Improving relations between leader and team.
 - Changing aspects of task.
 - Increasing or decreasing leader's exercise of power.

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SIRM

Fiedler's Contingency Theory



Relationship + Task structure + Power = Situation favorableness

R

+

T

+

P

=

100



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17

SIRM

Fiedler's Contingency Theory



Relationship + Task structure + Power = Situation favorableness

A

5

+

30

+

65

=

B

80

+

10

+

10

=

100



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SIRM **Fiedler's Contingency Theory**

Relationship + Task structure + Power = Situation favorableness

10 + ? + ? = 100

$U = QT\pi$

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SIRM **Path-Goal Theory**

- Leaders help employees stay on track toward goals.
- Involves addressing different types of employee needs:
 - Directive
 - Supportive
 - Achievement
 - Participative

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SIRM **Emergent Leadership**

- Leader is not appointed but emerges from the group.
- The group chooses the leader based on interactions.

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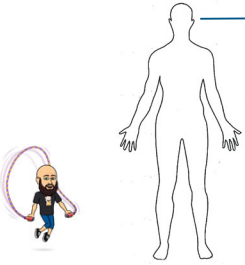
SIRM Transactional, Transformational, Leader-Member Exchange, Servant

Transactional	Leader-member exchange (LMX)
- Emphasizes leader's preference for order and structure. Task - More common in military and large and multinational organizations.	- Focuses on two-way relationship between leaders and chosen employees. - Can contribute to growth and productivity but can also create in-groups and out-groups.
Transformational	Servant
- Emphasizes leader's ability to inspire employees to embrace change. - Encourages communication, cooperation, collaboration.	- Leader's goal is to serve the needs of their employees. - Leaders tend to be more empathetic and more trusted by employees.

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SIRM Building a Leader



Navigating the Organization & Finding Allies

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SIRM Learning the Organization

Formal organizational features	- Reporting lines - Decision-making process - Funding process - Strategy, mission, values - Assessment-shaping events
Informal organizational features	- Values and beliefs - Cross-organizational relationships - Communication methods - Social networks

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SIRM Building a Leader

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SIRM Types of Power

Using power to influence others requires understanding types of power

Legitimate	Created formally through a title or position
Reward	Created when followers receive something they value in exchange for commitment
Expert	Created when a leader possesses great intelligence, insight, or experience
Referent	Created by the force of the leader's personality
Coercive	Created when the leader has the power to punish non-followers

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SIRM Persuading

Methods of Persuasion

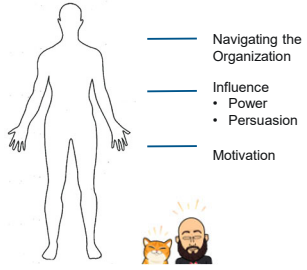
- Use reason.
- Appeal to mutually held visions or values.
- Trade by using expertise or resources to fulfill another's needs.

- Always use influence with honesty and concern.
- Avoid manipulating others by misusing emotional appeals and networking.

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SIRM Building a Leader



- Navigating the Organization
- Influence
 - Power
 - Persuasion
- Motivation

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SIRM Motivation

Understanding why people behave the way they do helps leaders influence behavior by appealing to the right needs in the right way.

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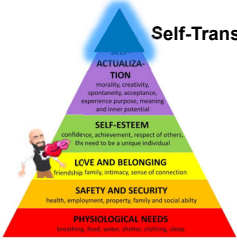
SIRM Theory X/Theory Y, Needs Theory

Theory X/Theory Y	Needs Theory (Maslow)
Theory X leaders believe that people must be strictly controlled and forced to work. Theory Y leaders believe that employees dislike rigid controls and inherently want to accomplish something.	- Individuals are motivated by a desire to satisfy certain needs. - Maslow identified five categories of needs that must be met in an ascending order: – Physiological – Safety and security – Belonging and love – Esteem – Self-actualization - A lower-level need must be relatively satisfied in order for a higher-level need to emerge or serve to motivate. However, no need is ever totally satisfied.

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SIRM Theory X/Theory Y, Needs Theory

Theory X/Theory Y	Needs Theory (Maslow)
Theory X 	
Theory Y 	

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SIRM Herzberg

Herzberg's Motivation-Hygiene Theory

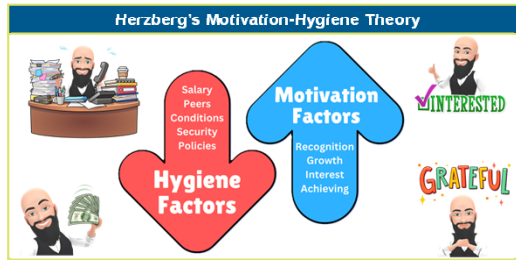
- Behavior is driven by:
 - Intrinsic factors (challenging work, meaningful impact of work, recognition).
 - Extrinsic factors (job security, pay, conditions).
- Satisfying hygiene factors can remove some discontent that interferes with motivation, but satisfactory conditions are not enough in themselves to create motivation.
- Motivation is created by appealing to individual desires or needs.

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SIRM Herzberg

Herzberg's Motivation-Hygiene Theory



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SIRM **McClelland**

McClelland's Three Needs Theory

Individuals are motivated by **achievement, affiliation, power**.

Effective leaders identify and appeal to each employee's primary motivators.

Examples:

- **Achievement**-oriented employees are given assignments that will require and call attention to their **abilities**.
- **Socialization** events or opportunities are incorporated into team schedules for **affiliation**-oriented employees.
- **Power**-oriented employees are given tasks that they can **control** and direct.

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SIRM **Self-Determination**

Self-Determination Theory

Individuals are motivated by innate needs:

- Competence (McClelland's achievement)
- Relatedness (McClelland's affiliation)
- **Autonomy** (need to feel that one has control over one's life)
- **Purpose** (sense that one's actions have effects beyond individual or workplace)

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SIRM **Other Motivation Theories**

Expectancy theory (Vroom) Level of effort depends on expectancy, instrumentality, valence.

Expectancy effort impacts results

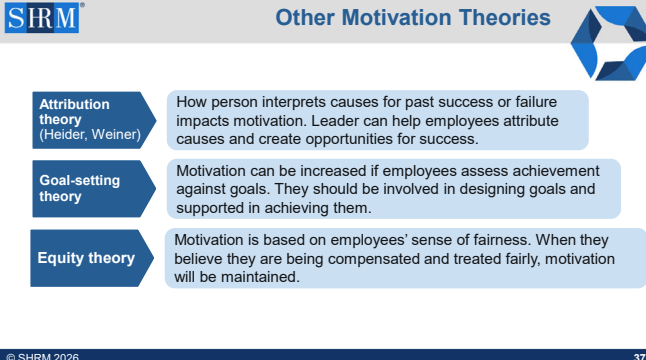
Instrumentality outcome produces rewards

Valence rewards are valuable to me

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SIRM **Other Motivation Theories**



Attribution theory (Heider, Weiner)
How person interprets causes for past success or failure impacts motivation. Leader can help employees attribute causes and create opportunities for success.

Goal-setting theory
Motivation can be increased if employees assess achievement against goals. They should be involved in designing goals and supported in achieving them.

Equity theory
Motivation is based on employees' sense of fairness. When they believe they are being compensated and treated fairly, motivation will be maintained.

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SIRM **Personal Leadership Qualities**



Self-motivated

Self-disciplined

Comfortable with risk-taking

Committed to continuous learning

Embody a growth mindset

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SIRM **Behavioral Competencies**



LEADERSHIP & NAVIGATION

ETHICAL PRACTICE

COMMUNICATION

CONSULTATION

ANALYTICAL APPTITUDE

BUSINESS ACUMEN

INTERPERSONAL

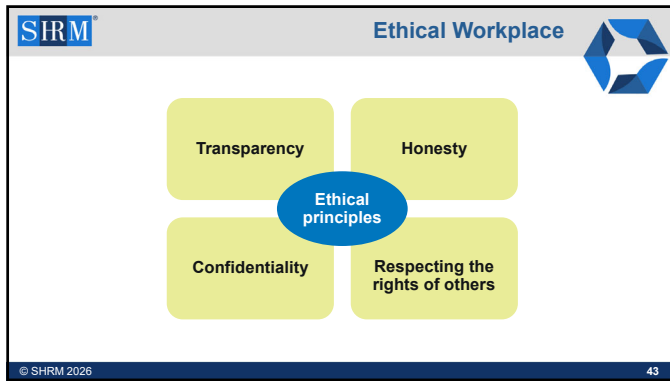
LEADERSHIP

INCLUSIVE MINDSET

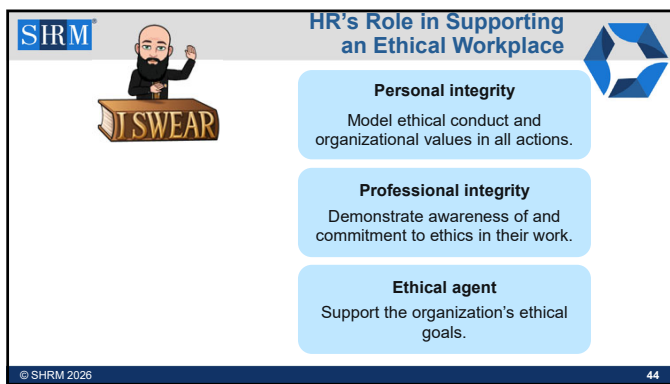
RELATIONSHIP MANAGEMENT

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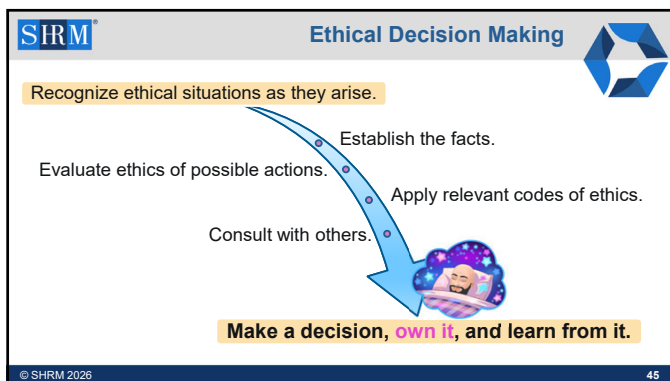
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SIRM Ethical Workplaces



Transparency

- Supports trust in relationships with stakeholders.
- Discloses details about dealings, transactions, or processes.

Authenticity

- Refers to person's ability to stay true to their values and maintain integrity in both personal and professional lives.
- If members of the organization believe that someone is authentic, they are more likely to believe what that person is saying.

Honesty

- Reflects a commitment to truthfulness and fairness.
- Avoids conflicts of interest and the use of bribery.

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SIRM Codes of Conduct

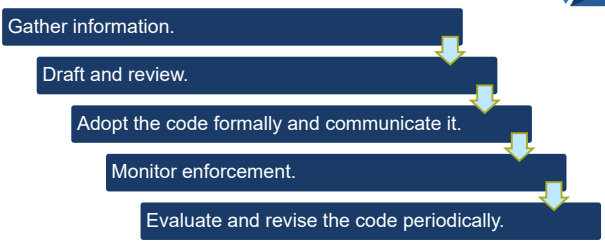


- Help an organization promote ethical behavior.
- Communicate organizational commitment internally.
- Define behavioral expectations for all employees.
- Serve as a guide by which employees and managers can judge their actions.

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SIRM Creating a Code of Conduct

```

graph TD
    A[Gather information.] --> B[Draft and review.]
    B --> C[Adopt the code formally and communicate it.]
    C --> D[Monitor enforcement.]
    D --> E[Evaluate and revise the code periodically.]
  
```

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Investigation Steps/Elements

Investigator	Should be experienced, neutral, objective.
Investigation	All parties should be interviewed, including potential witnesses and third parties.
Documentation	Document objective facts, avoid opinions, throughout investigation.
Confidentiality	Do not share personal information/make it public; especially important for misconduct investigation.
Credibility	Investigator must assess the credibility of all parties involved.
Conclusions	Findings are presented in confidential written report.

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Behavioral Competencies

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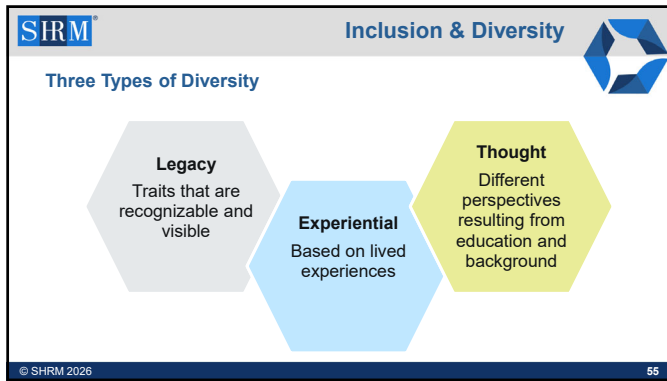
Inclusive Mindset

Inclusive Mindset is defined as, the KSAOs [knowledge, skills, and abilities] needed to create a work environment in which all individuals are treated **fairly and respectfully**, have **equal access** to opportunities and resources and feel a sense of **belonging** and which promotes collaboration, understanding and a shared sense of purpose across **diverse** boundaries worldwide to ensure organizational success.

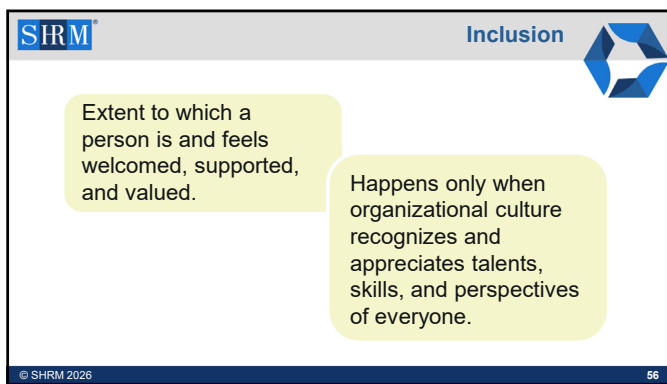
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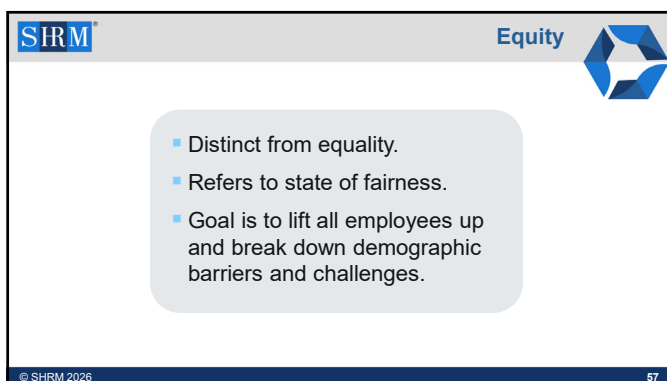
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Equity

- Distinct from equality.
- Refers to state of fairness.
- Goal is to lift all employees up and break down demographic barriers and challenges.

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#InclusionAndDiversity

Effective immediately, SHRM will be adopting the acronym "I&D" instead of "IE&D." This strategic decision underscores our commitment to leading with Inclusion as the catalyst for holistic change in workplaces and society. - Johnny C Taylor, SRHM CEO

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SIRM

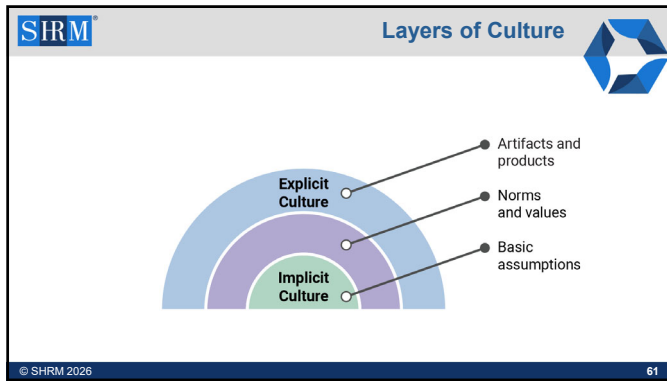
Culture

Set of beliefs, attitudes, values, and perspectives shared by members of a group and passed down from one generation to the next.

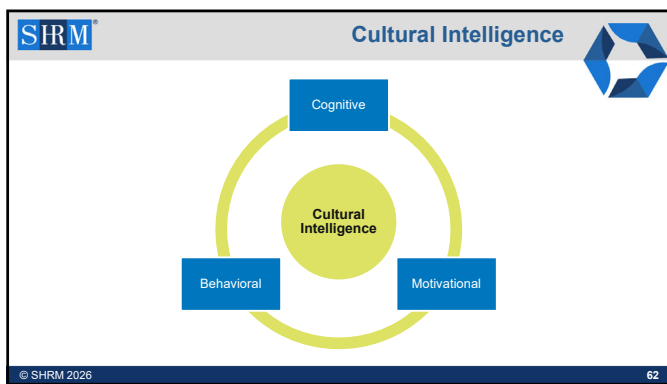
- Nations
- Geographical regions
- Organizations
- Industries
- Smaller divisions of these groups

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Hofstede's Dimensions of Culture	
Dimension	Definition
Power distance	Extent to which unequal distribution of power is accepted.
Individualism/collectivism	Degree of group integration: Individualism values self-reliance, collectivism values group loyalty.
Uncertainty avoidance	Tolerance for uncertainty, ambiguity; comfort with unstructured, new, unexpected situations.
Masculine/feminine	- Masculine: ambitious; concerned with work and achievement. - Feminine: nurturing; concerned with quality of life and consensus.
Long-term/short-term	- Long-term: Values thrift, perseverance; orders relationships by status and values. - Short-term: Makes decisions based on likely results; values pragmatism.
Indulgence/restraint	- Indulgence: Enjoyment of life and freedom in gratifying desires. - Restraint: Suppression of desires in order to meet social norms.

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Geert Hofstede
Dutch social psychologist

Dutch social psychologist, IBM employee, and Professor Emeritus of Organizational Anthropology and International Management at Maastricht University in the Netherlands, well known for his pioneering research on cross-cultural groups and organizations.

Born: October 2, 1928, Haarlem, Netherlands
Died: February 12, 2020, Ede, Netherlands

Miss You So Much



Indika United States



Dimension	Indika	United States
Power Distance	77	40
Individualism	48	91
Masculinity	56	62
Uncertainty Avoidance	40	44
Long term Orientation	51	26
Indulgence	25	48

<https://www.theculturefactor.com/country-comparison-tool?countries=angola%2Caustralia>

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Trompenaars's and Hampden-Turner's Dilemmas

- Universal vs. particular
- Individual vs. communitarian
- Neutral vs. affective
- Specific vs. diffuse
- Achieved vs. ascribed
- Sequential vs. synchronic
- Internal vs. external

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SIRM Trompenaars' Dilemmas



Alfonso Trompenaars is a Dutch organizational theorist, management consultant, and author in the field of cross-cultural communication, known for the development of Trompenaars' model of national culture differences.

Born: 1953 (age 67 years), Amsterdam, Netherlands

Fons Trompenaars (Alfonso Trompenaars) Dutch author

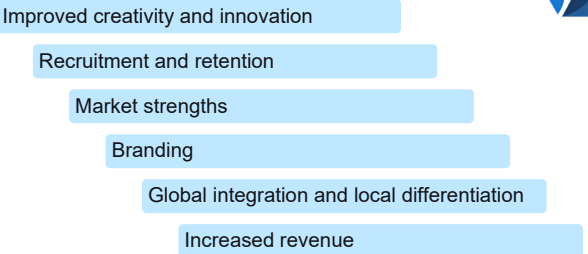


[Trompenaars Hampden-Turner – Connecting viewpoints](#)

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SIRM Benefits and Characteristics of I&D



- Improved creativity and innovation
- Recruitment and retention
- Market strengths
- Branding
- Global integration and local differentiation
- Increased revenue

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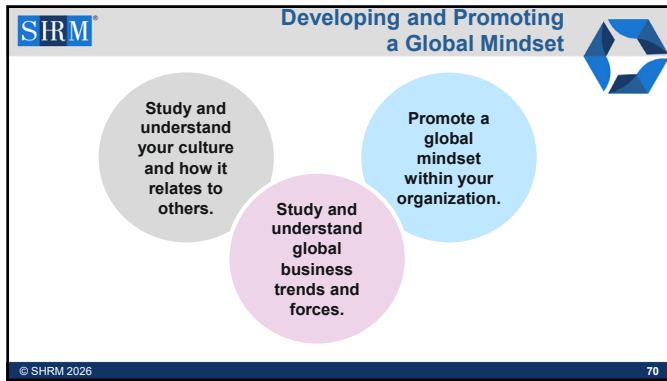
SIRM Global HR Skills



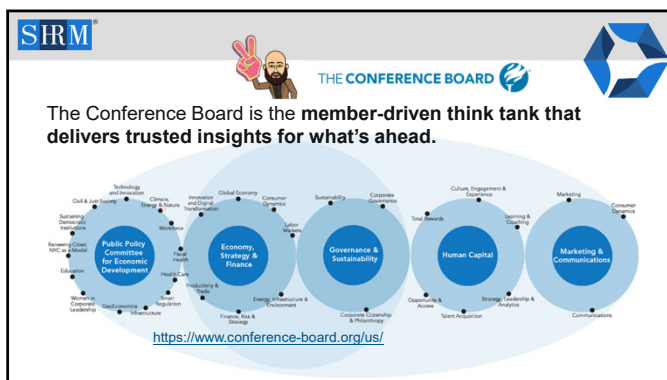
- Develop a strategic view of the organization.
- Develop a global organizational culture.
- Secure and grow a safe and robust talent supply chain.
- Use and adapt HR technology.
- Develop meaningful metrics.
- Develop policies and practices to manage risks.

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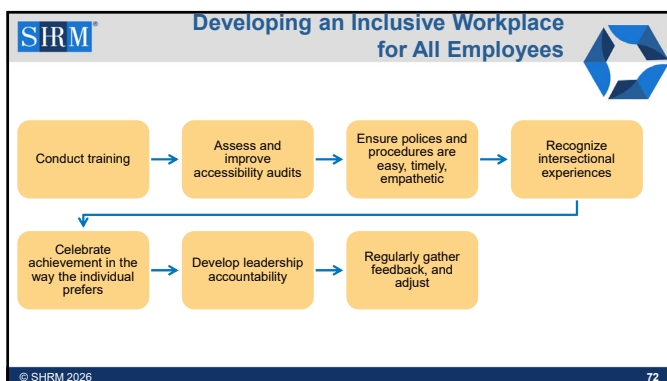
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SIRM **Dynamic and Inclusive Workplace Characteristics**



Multigenerational	Multicultural
Multilingual	Multitalented

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SIRM **Leadership Buy-in**



- I&D must demonstrate ability to play a critical role in achieving business goals.
- Must go beyond general truths about benefits and specifically link to organization's mission, vision, and business objectives.

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SIRM **The 4 Ts**



Travel	Teams
Training	Transfers

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SIRM Executive Sponsorship, ERGs



- Executive sponsorship must be real, active, and long-term to succeed; may sponsor initiatives such as employee resource groups (ERGs).
- ERGs are voluntary groups for employees who share a particular diversity dimension.
 - Must be self-selecting.
 - Joining ERG can itself be empowering.
 - Must have open membership to all employees.

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SIRM Unconscious Bias Training, Mentorship, Psychological Safety



Unconscious bias training

- Designed to illustrate biases that an individual may hold.
- Works to reduce or remove inequalities through education.

Mentorship

- Can benefit both mentor and mentee.
- Provides opportunity to build strong and deep relationships with others.

Psychological safety

- Refers to feeling able to speak up, question, ask for help, admit mistakes.
- Makes individuals feel valued and allows them to freely contribute.

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SIRM Conscious and Unconscious Bias



Conscious bias

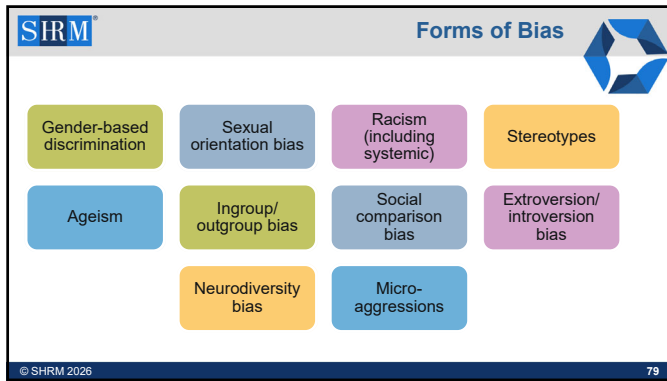
- Individual understands they have it.
- Results in intentional behavior.
- May manifest as physical and verbal harassment or other deliberate actions.

Unconscious bias

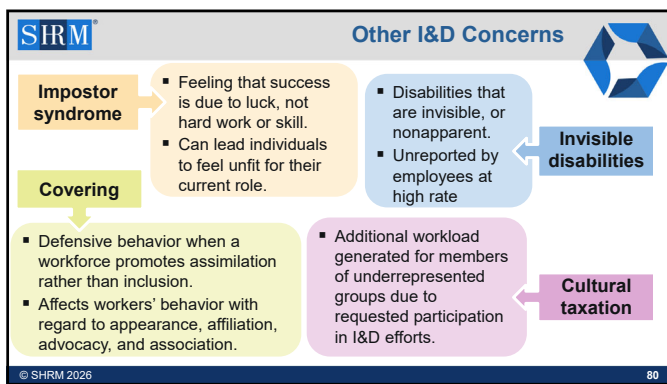
- Individual is unaware of the bias.
- May not result in overt or deliberate action but still informs decision-making process and behavior.

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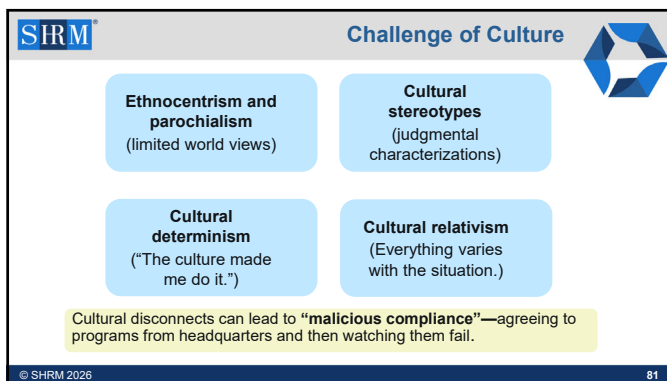
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Dilemma Reconciliation

Recognize

Create awareness of cultural differences.

Respect

Appreciate the value of difference.

Reconcile

Resolve differences by finding a common path.

Realize

Implement solutions and institutionalize them.

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Workplace Solutions

Caregiver options

Workplace flexibility policies

Paid leave options

Tuition reimbursement programs

Student loan assistance

Inclusive events calendars

Lactation rooms

Quiet or prayer rooms

Braille and screen readers

Closed captioning

Wheelchair ramps

Religious accommodations

Culturally inclusive dress code

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Employee Surveys

Surveys to assess inclusion should examine:

Overall I&D efforts/culture.

Hiring and recruitment.

Career development.

Personal experiences.

Policies and procedures.

Suggestions and comments.

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SIRM Common I&D Metrics



Gender diversity

Race diversity

Retention rates for diverse employees

Diversity of external stakeholders

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SIRM Pay Measures



Pay audits

- Analyze pay information to see if sets of individuals are paid less or more than others on average.
- Can be used to help reduce pay gaps.

Pay equity reports

- Disclose results of a pay audit.
- Pay equity refers to salary paid to similar positions examined through lens of one or more dimensions of diversity.

Pay transparency

- Important to pursuit of pay equity.
- Includes publishing pay scales.
- Helps employees feel that their pay is equitable throughout workforce.

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SIRM Types of Legal Systems



Civil Law	Common Law	Religious Law
- Based on written codes approved by legislative bodies. - Governments implement regulations to enforce the laws.	- Based on judicial decisions. - Evolves over time. - Can change gradually.	- Based on religious beliefs and conventions (a mix of written codes and interpretations). - Can influence HR policies and practices.

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Key Legal Concepts

Rule of law

Due process

Jurisdiction

Conflict of laws

Forum or jurisdiction shopping

Levels of law

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SHRM – Civility Starter Kit

Friendship

THE LATEST CIVILITY INDEX FINDINGS

Civility Starts with You

We know people and business work best when we choose civility. The **SHRM Civility Starter Kit** contains the latest SHRM Civility Index and new tools for fostering civil conversations. Use it as your guide to cultivating a more civil and productive workplace.

Download Now

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Behavioral Competencies

LEADERSHIP & NAVIGATION

ETHICAL PRACTICE

COMMUNICATION

CONSULTATION

ANALYTICAL APPTITUDE

INCLUSIVE MINDSET

RELATIONSHIP MANAGEMENT

BUSINESS ACUMEN

LEADERSHIP

INTERPERSONAL

BUSINESS

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