

**REAL INSIGHT FROM  
HR PROFESSIONALS.  
RELEVANT OPPORTUNITIES  
FOR APPLICATION.  
RESULTS FOR YOUR  
HR CAREER.**

## HR Career Development in Action

SHRM conducted research with HR professionals like you to identify which developmental activities they consider most instrumental to improving immediate performance and fostering readiness for long-term goals in an HR career. The results of this research are highlighted here to guide individuals transitioning from senior to executive career level in their professional journey. Whether in transition yourself or coaching others who are transitioning to the next career level, leverage these findings to build behavioral and technical proficiency in the competencies necessary for HR success.

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SHRM'S  
**10**  
TOP

Activities for  
Transitioning  
from the  
**SENIOR TO  
EXECUTIVE  
CAREER** Level



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## SENIOR TO EXECUTIVE CAREER Level

### 1 Receive mentoring

It's never too late to find a mentor whom you admire and can learn from. To find out more about executive development, read the article "Executive Coaches Ease Leadership Transitions" at [bit.ly/SHRMexecutivecoaches](http://bit.ly/SHRMexecutivecoaches).

### 2 Receive coaching

It's not too early to seek out an executive coach to build your credibility as an influential leader of the organization. Contact HR People + Strategy, SHRM's affiliate for HR executives, to get additional information. Visit [hrps.org](http://hrps.org) to get started.

### 3 Take on project-based work activities

Identify projects and activities that position you as a leader focused on effectively completing project objectives. Learn how to use your HR Expertise to apply Critical Evaluation to support key projects and monitor project performance.

### 4 Participate in a developmental assignment in another functional area

Experience in other functional areas prepares you for negotiating with internal stakeholders, designing strategies throughout the organization or creating effective cross-functional communications.

### 5 Join a cross-functional team for an internal initiative

Taking a leadership position on a cross-functional team will prepare you for fostering a culture of inclusiveness when you get to the executive level.

### 6 Join the board of a cross-functional team for an internal initiative

As a board member, engage more junior team members to demonstrate leadership. Use SHRM's toolkits to learn more about developing and sustaining high-performing work teams and leverage the resources in the toolkits. Visit [shrm.org/toolkits](http://shrm.org/toolkits) to get started.

### 7 Network with other professionals in your organization

To transition to the executive level, network with other senior leaders to build a strong network of collaborators and get a better understanding of their points of view. If your organization has cross-functional senior management teams or committees, get involved!

### 8 Join the board of a professional organization

As you transition from a senior to executive role, consider getting involved on the board of a SHRM state council or at the regional level. Visit [shrm.org/communities/volunteers/membership-councils](http://shrm.org/communities/volunteers/membership-councils) to learn more.

### 9 Attend an online course through a college/university

A graduate-level course or program can provide an advantage to those who started in another area but transitioned into an HR role. Look for courses and programs that are geared toward executive-level development and are aligned to SHRM's curriculum standards at [shrm.org/academics/programdirectory](http://shrm.org/academics/programdirectory).

### 10 Participate in a community of practice

Community of practice discussions can lead to identifying unique solutions and actions for your next big project. Join the SHRM community at [community.shrm.org](http://community.shrm.org).