





# Introduction

Building future-ready workforces **starts with people**.

The best companies aren't just rethinking how they hire. They're rethinking how they grow.

More and more, **skills and experience matter more** than degrees and titles. That means the way we define, develop, and measure success at work has to change, too.

That's where employee success profiles—also known as **competency frameworks**—come in.

These clear, structured tools help HR leaders and people managers understand what good looks like across roles and levels. They bring consistency to performance reviews, clarity to development planning, and confidence to workforce decisions.

Done right, success profiles help people (and the business) move forward with purpose.

They're a people-first strategy that fuels winning business outcomes.

## Why now?

Nearly **90 percent** of HR leaders believe that up to half of their workforce will need to be reskilled by 2030. And **87 percent** of companies say they're already facing—or expect to face—critical talent shortages (and that's **despite AI!**).

The message is clear: Companies can't afford to wait when it comes to upskilling, career development, and future-readiness.

Success profiles are one of the smartest ways to embed growth into everyday processes like performance reviews, job design, and workforce planning, so people stay engaged and businesses stay prepared.

# Embracing a skills-first approach

Building a future-ready workforce starts with investing in people, not just roles.

In today's skills-first world of work—where **170 million new roles will emerge by 2030**—this shift isn't just a trend. It's a strategic reset.

As AI continues to transform how work gets done, **many traditional roles are being redefined**. To stay competitive, companies need talent strategies that reflect real capabilities and future potential, not static job titles.

Success profiles help bring this shift to life. They give HR and people managers a consistent way to define success in every role, based on the skills and behaviors that actually drive impact.

This is great news for HR and people managers. It means better hiring, development, and planning decisions. For team members,

it means a more transparent view of what success looks like today—and how to grow into what's next.

## What are employee success profiles?

Put simply:

- **Traditional job descriptions** say what people **do**
- **Success profiles** show what helps them **succeed**

Success profiles combine technical skills and values-aligned behaviors that matter most in a role.

Unlike traditional job descriptions, they don't just outline tasks. They define what success looks like, how it's measured, and how it can evolve over time.

# Job descriptions vs. employee success profiles

**Job descriptions** lay out responsibilities.

**Success profiles** go deeper: They define the skills, behaviors, and growth paths that help people excel in their roles.

Here's how they compare:



Job descriptions	Employee success profiles
Focus on tasks and responsibilities	Focus on critical skills and behaviors
Often static and outdated	Dynamic and regularly updated
Tailored to a single point in time	Evolve with business and role needs
Vary in format and consistency	Standardized across teams and levels
Vary in format and consistency	Used across hiring, onboarding, development, and more
Rarely reflect values or culture	Include values-aligned behaviors
Lack clear performance metrics	Include measurable success criteria
Offer little guidance for career growth	Map growth pathways and L&D opportunities

## Why this matters

Success profiles provide consistency across roles and teams. They create transparency and a shared language around expectations and performance. And they scale with your business as it evolves.

They also give your people more clarity. When team members understand what's expected and how to grow, they feel more empowered and motivated and are more likely to stick around.

For HR and people managers, success profiles support key people practices:

- **Workforce planning.** Understand the skills your organization has today and what it will need tomorrow. This way, you can confidently plan roles, teams, and investments.
- **Hiring.** Go beyond resumes. Evaluate candidates based on the skills and behaviors that align with the role and company culture.

- **Performance reviews.** Create a consistent, objective framework for assessing impact and guiding development across roles and departments.
- **Succession planning.** Identify high-potential team members and prepare them for future roles based on the capabilities that matter most.
- **L&D and career pathing.** Design learning opportunities and growth paths that reflect real business needs alongside your people's aspirations.



# The value of success profiles for businesses

Success profiles do more than outline expectations. They help you connect your people strategy to your business strategy, giving you a smarter, more scalable way to grow.

They go beyond traditional job descriptions to provide a flexible framework for identifying, developing, and retaining talent. And they help you adapt faster, plan better, and make people-first decisions with confidence.

Here's how success profiles can help drive value across your organization:

- **Build a scalable, people-first framework.** Support growth at every level of the organization with consistent criteria that evolve with your business.
- **Spot high-potential talent sooner.** Define and track key success traits to identify rising stars earlier and invest in their growth.

- **Determine workforce needs with confidence.** Use consistent data on skills and behaviors to guide smarter headcount and workforce planning decisions.
- **Personalize professional development at scale.** Align L&D initiatives to business priorities and people's personal growth goals.
- **Strengthen retention and engagement.** When people see how their strengths connect to meaningful growth, they're more motivated to stay and thrive with your business.



# How to build a success profile framework in 8 steps

Success profiles won't just happen overnight.

They take a lot of thoughtful planning, collaboration across teams, and a shared understanding of what your company needs today (and what it'll need tomorrow).

But the good news is that we have a practical, repeatable framework you can use to build success profiles that scale with your people and your business.



## Step 1: Align with stakeholders

Before you build a single profile, get input from the people who know the role best.

Partner with managers, team leads, and department heads to define what success looks like in their world. Align profiles to business goals and team realities so they feel useful, not theoretical.

## Step 2: Standardize the format

Design a shared structure you can use across roles, departments, and geographies.

This consistency helps HR compare roles for workforce planning, makes expectations clearer for employees and managers, and supports fairer performance and promotion decisions.

Include things like:

- **Role title and team.** Start by clearly stating the title and department or team the role sits within.

- **Key responsibilities.** Give a brief overview of what the person in the role is accountable for (not a long list of tasks).
- **Core skills.** List the technical or functional skills needed to succeed in this role.
- **Key behaviors.** Define the soft skills, mindsets, and values-aligned behaviors that will help drive success.
- **Success metrics.** Clarify how performance will be measured, and use quantifiable indicators where you can.
- **Future-ready skills.** Include evolving competencies like adaptability or AI fluency that prepare people for what's next.
- **Growth pathways.** Describe how the role could develop over time, whether that's through mobility, promotion, or learning and development.

Give teams some flexibility to tailor their profiles based on their needs, but start with the shared template to ensure you can scale.

## Step 3: Define success skills and behaviors

For each role and level, outline the skills people need to succeed—and the behaviors that reflect your company’s culture.

Include:

- **Core capabilities:** The knowledge and competencies someone needs to perform well in the role.
- **Values-based behaviors:** How you expect people to show up, collaborate, and lead in ways that reflect your organizational values.
- **Future-ready competencies:** Qualities like adaptability and AI fluency that will shape tomorrow’s successes.

Make it clear that AI is **not** replacing people. It’s helping them do more of what they do best.

## Step 4: Apply and activate

Put your profiles to work across the employee lifecycle:

- Use them to write clearer job descriptions and shape interview questions
- Share them during onboarding to set expectations from day one
- Reference them in development planning and performance conversations
- Ground promotion decisions in defined, role-specific criteria, not just gut feelings

Make it a habit to revisit and refresh your profiles as your teams (and your business) evolve.



## Step 5: Assess skills and behaviors

Once your profiles are set up, it's time to evaluate how your candidates and current team members align with them.

Start by looking at:

- **Current team members:** What strengths and growth areas (skills, behaviors, and growth potential) do they have today?
- **Candidates in the pipeline:** How do their skills and behaviors match the role's profile?
- **Teamwide or org-level insights:** Where are the gaps, and where can you lean into existing strengths?

Use your HR tech to help gather and interpret this data, so you can match the right people to the right roles and offer more targeted development support.

## Step 6: Define your L&D strategy

Success profiles give you more than a snapshot of where your people are: They help you map out where they want to go.

Use the insights from your assessments to design learning and development programs that meet people where they are and guide them towards what's next, in alignment with evolving business needs.

Tailor your approach across three levels:

- **Company-wide upskilling plans.** Identify skill gaps across the business and roll out training programs that build future-ready capabilities at scale.
- **Team-level development programs.** Work with your managers to create targeted development strategies that support each team's unique needs based on their evolving priorities.
- **Individual learning pathways.** Offer personalized learning journeys based on people's roles, aspirations, and readiness.

When L&D is grounded in real, role-specific expectations, learning feels more relevant and more motivating. That's how you build a culture of growth that actually sticks.

## Step 7: Measure growth over time

Success profiles aren't just a tool for hiring and onboarding. They're a lens for tracking growth.

As people build new skills and demonstrate new behaviors, use success profiles to:

- **Guide feedback and coaching.** Use OKRs, one-on-ones, surveys, and performance reviews to reflect on progress and set development goals.
- **Measure hiring quality.** Check how well new hires are performing against profile expectations after 6 or 12 months.
- **Spot trends.** Identify strengths and gaps across teams or departments.
- **Tie progress to outcomes.** Connect people development with business performance and planning.

Over time, this gives you a more complete picture of how your people and organization are growing—and where you can improve.

## Step 8: Adapt to what's next

Work evolves, and your success profiles should, too.

Make it a habit to:

- **Review profiles regularly.** Encourage managers to check in with their teams as roles shift.
- **Reflect real-world changes.** Update skills and behaviors to match new tools, processes, or business priorities.
- **Stay future-focused.** Add emerging capabilities, like AI fluency, project management, or cross-functional collaboration, as the world of work changes.

Treat success profiles as living, breathing documents. The more they reflect your business today, the more they'll support your people tomorrow.

# Aligning people potential with business performance

Success profiles are so much more than just documentation. They can be your secret advantage.

They're strategic tools for building stronger, more agile businesses that connect your people's growth with your company's direction. By defining the skills and behaviors that matter most, you give your people a clear path to grow and your business a smarter way to scale.

By structuring skills and behaviors, you can develop talent more intentionally, adapt more quickly, and retain the people who drive your success. You also create consistency, make expectations transparent, and connect everyday moments, like a performance review or a job description, to long-term growth.

When done right, success profiles help you align people development with business priorities, build a culture of learning

and purpose, retain the talent that drives results, and stay competitive in a rapidly changing world.

And it all starts with the decision to put your people first.

Because when people know how to succeed, they're more likely to stick around, step up, and thrive.



# Meet Bob

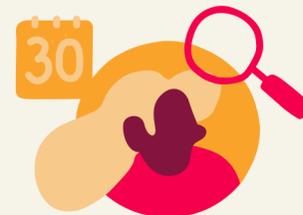
At HiBob, we've built a modern HR platform designed for modern business needs—today and beyond.

We focused on building something that is robust yet intuitive and easy-to-use, which has led Bob to be the platform of choice for thousands of fast-growing modern, mid-sized organizations.



## For managers

It provides access to data and insights to help them lead more effectively and streamline processes.



## For HR

It delivers **automation** of many common processes, allows greater oversight and visibility of the business, and centralizes all people data in a secure, user-friendly environment.



## For employees

It's the tools and information they need to connect, develop, and grow throughout their journey.



In a short time, Bob can be deployed to enable communication, collaboration, and connectivity that drives stronger engagement, productivity, and business outcomes.

# Now is the time to make smarter decisions when it comes to your people and organization

To learn more about HiBob and our data-driven tools, get in touch with us at [contact@hibob.com](mailto:contact@hibob.com)

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