

SHRM EXAM DAY READINESS PACK

Last-Minute Revision | Exam Strategy | Confidence Reset

12 LMR TOPICS

24 REVISION PAGES

Mind Maps + Reference Sheets



A focussed final-review guide designed to help SHRM learners quickly revise key concepts, recognize exam-style scenarios, and approach questions with confidence.

INSIDE THIS PACK



12 Last-Minute
Revision Mind
Maps



12 Quick Reference
Sheets



48 Hour Final
Review PPlan



Exam-Day
Checklist &
Confidence Reset
Guide

HOW TO USE THIS PACK

Use this pack as a fast, focused revision tool in the final stage of your SHRM exam preparation.

1



START WITH THE INDEX

Use the clickable menu to jump directly to any topic. Start with the areas where you feel least confident, then return to the menu anytime using the **HOME button** at the bottom left.

2



REVIEW THE MIND MAPS FIRST

Each Mind Map gives you a quick visual overview of the key terms, themes, and exam-relevant ideas for that topic.

3



USE THE REFERENCE SHEETS FOR CLARITY

When a term feels unclear, go to the Reference Sheet for a short one-line meaning. Avoid long study sessions at this stage.

4



FOCUS ON THE EXAM ANGLE

Read the “**How SHRM May Test This**” and “**How to Approach It**” sections carefully. These help you connect revision terms to scenario-style exam questions.

5



USE IT IN THE FINAL 48 HOURS

In the final two days, do not try to relearn everything. Use this pack to refresh key concepts, recognize patterns, and protect your confidence.

6



FINAL REMINDER

This pack is not designed to replace your full study materials. It is designed to help you revise faster, think clearly, and approach SHRM questions with a structured HR mindset.



INDEX / MENU

Click any topic to jump directly to the Mind Map page.
Use the **BACK TO MENU** button on each page to return here.



**HOW TO USE
THIS PACK**



**48-HOUR
FINAL REVIEW
PLAN**



**EXAM-DAY
CHECKLIST**



**CONFIDENCE
RESET GUIDE**

12 LMR TOPICS

1 **LEADERSHIP & NAVIGATION** >
[LMR 1A / 1B](#)

2 **ETHICAL PRACTICE** >
[LMR 2A / 2B](#)

3 **BUSINESS & COMPETITIVE
AWARENESS** >
[LMR 3A / 3B](#)

4 **STRATEGIC ALIGNMENT** >
[LMR 4A / 4B](#)

5 **COMMUNICATION** >
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MANAGEMENT** >
[LMR 6A / 6B](#)

7 **CONSULTATION** >
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8 **ANALYTICAL APTITUDE** >
[LMR 8A / 8B](#)

9 **CHANGE MANAGEMENT** >
[LMR 9A / 9B](#)

10 **TALENT & WORKFORCE
PLANNING** >
[LMR 10A / 10B](#)

11 **EMPLOYEE ENGAGEMENT
& RELATIONS** >
[LMR 11A / 11B](#)

12 **TOTAL REWARDS,
RISK & COMPLIANCE** >
[LMR 12A / 12B](#)

48-HOUR FINAL REVIEW PLAN

A focused 2-day plan to help you revise smart, stay calm, and walk into the exam with confidence.



FOCUS

Quality over quantity.



STAY ON TIME

Follow the plan, stick to slots.



RECALL

Use Mind Maps first, then Reference Sheets.



STAY CALM

Protect your energy and confidence.

DAY 1 | 24 HOURS



06:00
07:00 AM

PLAN YOUR DAY

Review the 12 topics. Identify weak areas.



07:00
10:00 AM

REVISE 3 TOPICS

Use Mind Maps (1A/2A) & Reference Sheets (1B/2B).



10:00
10:30 AM

BREAK

Step away, Hydrate. Relax your mind.



10:30 AM
01:30 PM

REVISE 3 TOPICS

Continue with the next 3 topics.



01:30
02:30 PM

LUNCH BREAK

Eat well. Rest briefly.



02:30
05:30 PM

REVISE 3 TOPICS

Finish revising the remaining 3 topics.



05:30
06:00 PM

BREAK

Stretch. Reset. Refresh



06:00
08:00 PM

QUICK REVIEW

Review the weak areas again. Key terms only.



08:00
09:00 PM

LIGHT RECALL

Rapidly scan all Mind Maps. No deep study.



09:00 PM

REST EARLY

Sleep well. Your brain retains while you rest.

DAY 2 | 24 HOURS



06:00
07:00 AM

WARM-UP

Scan all 12 Mind Maps quickly.



07:00
10:00 AM

HIGH-VALUE TOPICS

Revise your weak / high-weight topics.



10:00
10:30 AM

BREAK

Relax. Deep breaths. Stay positive.



10:30 AM
01:30 PM

HIGH-VALUE TOPICS

Continue focused revision.



01:30
02:30 PM

LUNCH BREAK

Eat light. Rest well. Avoid overthinking.



02:30
05:00 PM

FINAL REVISION

Mind Maps + Key Terms + Exam angle.



05:00
06:00 PM

BREAK

Walk. Stretch. Clear your head.



06:00
08:00 PM

EXAM PREP FOCUS

Review formulas, models, frameworks, key lists.



08:00
09:00 PM

WIND DOWN

Light recall only. No new information.



09:00 PM

REST EARLY

Sound sleep = Better recall & performance.



REMEMBER

- You do not need to learn more now.
- You need to recall better, think clearly, and stay confident.
- You have prepared well. Now trust your preparation.



YOU'VE GOT THIS!

- Stay calm.
- Stay focused.
- Crush the exam.



[BACK TO MENU](#)

THE GREY GYM LMR | 48 HR REVIEW

SHRM EXAM-DAY CHECKLIST

A simple final check to help you stay organized, calm, and ready on exam day.

1 BEFORE YOU LEAVE /LOG IN



- Confirm exam time
- Verify testing center or log in details
- Keep ID ready
- Arrive or log in early

2 MATERIALS & SETUP



- Government ID
- Confirmation details
- Stable internet/quiet room
- Water or essentials if allowed

3 MINDSET CHECK



- Stay calm
- Do not panic-review
- Trust your preparation
- Focus on one question at a time

4 DURING THE EXAM



- Read carefully
- Watch for the best answer
- Eliminate weak options
- Manage your time

5 IF A QUESTION FEELS DIFFICULT



- Pause and breathe
- Re-read the question
- Eliminate obvious weak choices
- Choose the best HR response and move on



FINAL REMINDER

You do not need to be perfect. Stay calm, think clearly, and choose the most ethical, balanced, and business-aligned HR response.



CONFIDENCE RESET GUIDE

Use this guide anytime you feel stressed, overwhelmed, or unsure. Reset. Re-focus. You've got this.

SIX WAYS TO RESET YOUR MINDSET

1



ACKNOWLEDGE YOUR FEELINGS

It is normal to feel nervous. Name it, accept it, and move forward.

TRY THIS:

- Take 3 deep breaths
- Say: "I am prepared. I will do my best."

2



FOCUS ON WHAT YOU CAN CONTROL

You cannot control the exam, but you can control your preparation, mindset, and effort.

TRY THIS:

- Focus on your plan
- Let go of what is out of your control

3



TRUST YOUR PREPARATION

You have put in the work. Trust the knowledge you have built.

TRY THIS:

- Review key points, not everything
- Remind yourself of your progress

4



BE KIND TO YOURSELF

Self-criticism increases stress. Self-compassion builds confidence.

TRY THIS:

- Replace "I can't" with "I will try my best"
- Speak to yourself with encouragement

5



RESET YOUR BODY

Your body and mind are connected. A quick reset can boost your energy and focus.

TRY THIS:

- Stretch or walk for 5 minutes
- Drink water
- Take slow, deep breaths

6



VISUALIZE SUCCESS

See yourself walking into the exam calm, focused, and confident. See yourself walking out proud.

TRY THIS:

- Close your eyes and visualize your success
- Feel the confidence you will carry in

QUICK CONFIDENCE REMINDERS



You do not need to know everything. You just need to know enough.



One question at a time. Stay present.



You are prepared. You are capable.



You've got this. Finish strong.

FINAL AFFIRMATION

I am prepared.
I am focused.
I am confident.
I am ready.



I will succeed.



LEADERSHIP & NAVIGATION

MIND MAP



HOW SHRM MAY TEST THIS

- Expect scenario-based questions where HR must set direction, gain support, work through the organization's structure, or lead an initiative aligned with business goals.
- Watch for wording around unclear authority, weak stakeholder support, resistance to change, or HR projects needing better alignment and execution.

HOW TO APPROACH IT

- First, identify the business or organizational goal, then connect it to Strategic Direction and HR Priorities.
- Choose the response where HR works through the right Hierarchy, Policies, and Authority Levels.
- Prefer actions that build Buy-In, show Credibility, support Stakeholder Coordination, and improve Alignment and Outcomes.



LEADERSHIP & NAVIGATION

REFERENCE SHEET



VISION

- **HR Vision:** A future-focused view of what the HR function aims to achieve.
- **Mission:** The core purpose of HR and the value it provides to the organization.
- **Long-Term Goals:** Sustained HR priorities that support organizational success over time.
- **Strategic Direction:** The long-range business path that guides HR choices and priorities.
- **Organizational Culture:** The shared values and norms that shape how work gets done.
- **HR Priorities:** The most important HR focus areas needed to support business goals.



NAVIGATING THE ORGANIZATION

- **Hierarchy:** The formal structure of authority and reporting relationships in the organization.
- **Processes:** The standard steps used to complete work and make decisions.
- **Systems:** The tools and platforms that support operations, records, and workflows.
- **Policies:** The formal rules that guide behavior, decisions, and compliance.
- **Decision Paths:** The proper channels used for approvals and organizational action.
- **Authority Levels:** The limits of decision-making power at different roles or levels.



MANAGING HR INITIATIVES

- **HR Projects:** Planned efforts designed to improve people practices or solve business needs.
- **Implementation:** The process of putting an HR solution or initiative into action.
- **Execution:** The follow-through needed to deliver the intended results.
- **Alignment:** Ensuring the initiative supports HR objectives and business goals.
- **Stakeholder Coordination:** Working with the right parties to support a successful rollout.
- **Outcomes:** The measurable results or impact produced by the initiative.



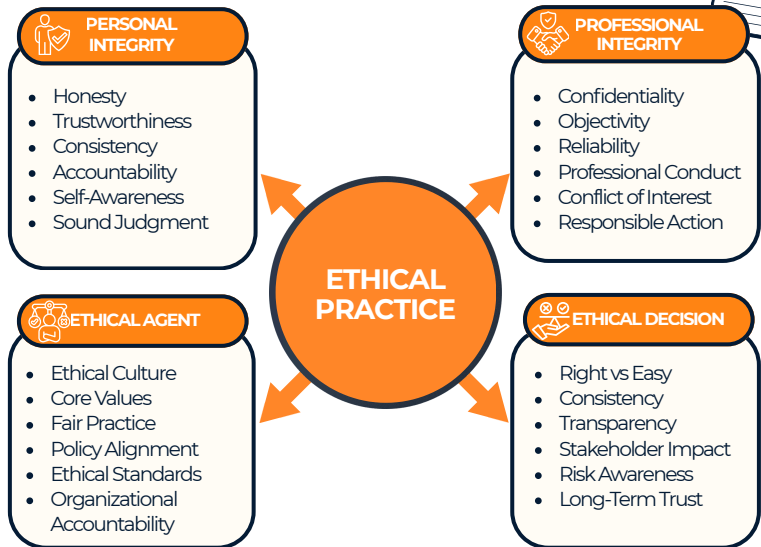
INFLUENCE

- **Buy-In:** The support and commitment others give to an HR idea or initiative.
- **Credibility:** The trust earned through expertise, integrity, and sound judgment.
- **Communication:** Clear messaging used to explain value, direction, and action.
- **Persuasion:** Encouraging support through logic, relevance, and evidence.
- **Strategic Goals:** The high-level organizational aims that HR helps advance.
- **Leader Support:** Visible backing from decision-makers that helps move initiatives forward.



ETHICAL PRACTICE

MIND MAP



HOW SHRM MAY TEST THIS

- Expect scenario-based questions where HR must respond to confidential information, conflicts of interest, unfair treatment, policy violations, or pressure from leaders.
- Watch for wording around integrity, accountability, values, confidentiality, consistency, or situations where the easiest answer may not be the most ethical answer.

HOW TO APPROACH IT

- First, identify the ethical issue and the HR responsibility in the scenario.
- Choose the response that protects Personal Integrity, Professional Integrity, confidentiality, and policy consistency.
- Prefer actions that reinforce ethical culture, support Core Values, reduce risk, and maintain long-term trust.



ETHICAL PRACTICE

REFERENCE SHEET



PERSONAL INTEGRITY

- **Honesty:** Being truthful and accurate in words, decisions, and actions.
- **Trustworthiness:** Earning confidence by acting reliably and ethically.
- **Consistency:** Applying the same standards fairly across situations.
- **Accountability:** Taking responsibility for decisions, actions, and outcomes.
- **Self-Awareness:** Recognizing how personal behavior affects ethical judgment.
- **Sound Judgment:** Making careful decisions based on values, facts, and responsibility.



PROFESSIONAL INTEGRITY

- **Confidentiality:** Protecting sensitive employee and organizational information.
- **Objectivity:** Making decisions without bias, favoritism, or personal interest.
- **Reliability:** Following through on professional responsibilities and commitments.
- **Professional Conduct:** Behaving in a way that reflects the standards of the HR role.
- **Conflict of Interest:** A situation where personal interests may affect professional judgment.
- **Responsible Action:** Taking appropriate steps when ethical or compliance concerns arise.



ETHICAL AGENT

- **Ethical Culture:** A work environment where ethical behavior is expected and reinforced.
- **Core Values:** The principles that guide acceptable behavior and decision-making.
- **Fair Practice:** Applying rules and decisions in a fair and consistent manner.
- **Policy Alignment:** Ensuring actions follow organizational policies and ethical standards.
- **Ethical Standards:** Expected principles for responsible and appropriate conduct.
- **Organizational Accountability:** Holding the organization and its people responsible for ethical behavior.



ETHICAL DECISION

- **Right vs Easy:** Choosing the ethical action even when another option is more convenient.
- **Consistency:** Applying decisions in a way that avoids favoritism or unfair exceptions.
- **Transparency:** Being clear about actions, reasons, and decision-making processes when appropriate.
- **Stakeholder Impact:** Considering how decisions affect employees, leaders, and the organization.
- **Risk Awareness:** Recognizing ethical, legal, reputational, and organizational risks.
- **Long-Term Trust:** Protecting confidence in HR and the organization over time.

BUSINESS AND COMPETITIVE AWARENESS

MIND MAP



HOW SHRM MAY TEST THIS

- Expect scenario-based questions where HR must consider how the organization operates, what it provides, who it competes with, and how external conditions affect business decisions.
- Watch for wording around business needs, market pressure, economic conditions, customer expectations, workforce trends, or HR decisions that must support competitive advantage.

HOW TO APPROACH IT

- First, identify the business issue and how it affects the organization's operations, products, services, or workforce.
- Choose the response that shows awareness of the Competitive Environment, External Environment, and Business Impact.
- Prefer actions that connect HR decisions to business needs, customer value, risk awareness, and strategic fit.



BUSINESS AND COMPETITIVE AWARENESS

REFERENCE SHEET



ORGANIZATION & OPERATIONS

- **Operations:** The core activities and processes used to run the organization.
- **Functions:** The departments or areas that work together to support business goals.
- **Products & Services:** What the organization provides to customers, clients, or users.
- **Business Needs:** The priorities or problems the organization must address to succeed.
- **Service Delivery:** How the organization provides value through its people, processes, and systems.
- **Operational Priorities:** The key work areas that require focus to maintain performance.



COMPETITIVE ENVIRONMENT

- **Market Position:** How the organization is placed compared with others in its industry.
- **Competitors:** Other organizations competing for customers, talent, resources, or market share.
- **Talent Competition:** The challenge of attracting and retaining skilled employees.
- **Employer Brand:** How the organization is perceived as a place to work.
- **Customer Expectations:** What customers or clients expect from the organization's products or services.
- **Competitive Advantage:** What helps the organization perform better than competitors.



EXTERNAL ENVIRONMENT

- **Economic Environment:** Financial and labor market conditions that affect business decisions.
- **Social Environment:** Social trends and expectations that influence the workplace.
- **Political Environment:** Government, policy, and political factors that affect the organization.
- **Industry Trends:** Changes in the industry that may affect strategy, talent, or operations.
- **Regulatory Climate:** The legal and compliance conditions affecting organizational action.
- **Workforce Trends:** Changes in employee expectations, skills, availability, or demographics.

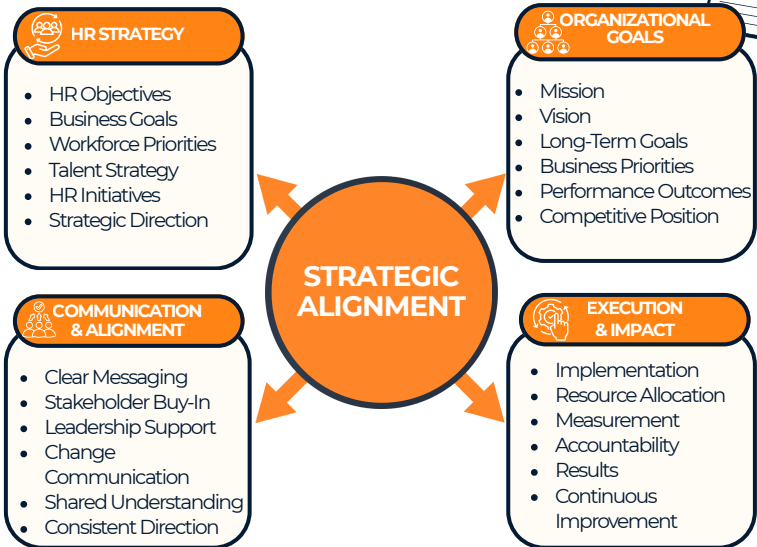


BUSINESS IMPACT

- **Financial Impact:** The effect a decision may have on cost, revenue, budget, or profitability.
- **Operational Impact:** The effect a decision may have on workflow, productivity, or service delivery.
- **Customer Impact:** The effect a decision may have on customer experience, quality, or satisfaction.
- **Workforce Impact:** The effect a decision may have on employees, capability, or staffing.
- **Risk Awareness:** Recognizing possible business, compliance, reputational, or people-related risks.
- **Strategic Fit:** How well an HR action supports the organization's broader direction.

STRATEGIC ALIGNMENT

MIND MAP



HOW SHRM MAY TEST THIS

- Expect scenario-based questions where HR must connect people initiatives to business goals, organizational priorities, or long-term strategy.
- Watch for wording around misaligned HR programs, unclear business priorities, lack of leadership support, weak communication, or initiatives that do not produce measurable value.

HOW TO APPROACH IT

- First, identify the organizational goal or Strategic Direction behind the scenario.
- Choose the response that aligns HR Strategy, Workforce Priorities, and HR Initiatives with business needs.
- Prefer actions that create Stakeholder Buy-In, support clear Communication, enable Execution, and measure business Impact.



STRATEGIC ALIGNMENT

REFERENCE SHEET



HR STRATEGY

- **HR Objectives:** The specific HR outcomes needed to support organizational success.
- **Business Goals:** The organization's broader targets that HR actions should help achieve.
- **Workforce Priorities:** The people-related areas that require focus to meet business needs.
- **Talent Strategy:** The plan for attracting, developing, retaining, and deploying talent.
- **HR Initiatives:** Planned HR actions or programs designed to support business priorities.
- **Strategic Direction:** The long-term path that guides organizational and HR decisions.



ORGANIZATIONAL GOALS

- **Mission:** The core purpose of the organization and the value it aims to provide.
- **Vision:** The future state the organization wants to achieve.
- **Long-Term Goals:** Sustained priorities that guide planning and decision-making over time.
- **Business Priorities:** The most important areas the organization must focus on to succeed.
- **Performance Outcomes:** The expected results used to judge organizational success.
- **Competitive Position:** How the organization is placed compared with others in its market or industry.



COMMUNICATION & ALIGNMENT

- **Clear Messaging:** Communication that explains direction, purpose, and expected action.
- **Stakeholder Buy-In:** Support and commitment from people affected by or responsible for an initiative.
- **Leadership Support:** Visible backing from leaders to help move strategic actions forward.
- **Change Communication:** Messaging that helps people understand and adapt to change.
- **Shared Understanding:** A common view of goals, priorities, roles, and expectations.
- **Consistent Direction:** Ensuring messages and actions support the same strategic priorities.



EXECUTION & IMPACT

- **Implementation:** The process of putting a strategy, plan, or initiative into action.
- **Resource Allocation:** Assigning people, time, budget, and tools to support priorities.
- **Measurement:** Tracking progress and results using relevant data or indicators.
- **Accountability:** Clarifying who is responsible for actions, decisions, and outcomes.
- **Results:** The actual outcomes produced by an initiative or decision.
- **Continuous Improvement:** Using results and feedback to improve future actions.

COMMUNICATION

MIND MAP



HOW SHRM MAY TEST THIS

- Expect scenario-based questions where HR must communicate sensitive information, explain a decision, manage confusion, respond to resistance, or ensure stakeholders understand an HR initiative.
- Watch for wording around unclear messaging, poor listening, wrong communication channels, lack of follow-up, employee concerns, or communication that could damage trust.

HOW TO APPROACH IT

- First, identify the audience, message purpose, and communication need in the scenario.
- Choose the response that uses Clear Messaging, Active Listening, appropriate Communication Channels, and accurate information.
- Prefer actions that build Trust, support Two-Way Dialogue, reduce confusion, and create consistent understanding.



COMMUNICATION

REFERENCE SHEET



DELIVERING MESSAGES

- **Clear Messaging:** Communication that is easy to understand and focused on the main point.
- **Audience Needs:** The information, tone, and level of detail required by the receiver.
- **Key Information:** The most important facts or instructions that must be communicated.
- **Tone:** The style or manner used to communicate a message.
- **Timing:** Choosing the right moment to share information or respond.
- **Communication Channel:** The method used to deliver a message, such as email, meeting, call, or presentation.



EXCHANGING INFORMATION

- **Active Listening:** Paying full attention to understand what the other person is saying.
- **Questions:** Asking for information to better understand the issue or need.
- **Feedback:** Information given to help improve understanding, behavior, or performance.
- **Clarification:** Confirming meaning to avoid confusion or misunderstanding.
- **Two-Way Dialogue:** Communication where both sides share, listen, and respond.
- **Information Accuracy:** Ensuring the message is correct, complete, and reliable.



COMMUNICATION STRATEGY

- **Purpose:** The reason for communicating and the result the message should achieve.
- **Stakeholders:** The people or groups who need to receive or understand the message.
- **Message Alignment:** Ensuring communication supports organizational goals and HR priorities.
- **Change Communication:** Messaging that helps people understand and adapt to change.
- **Consistency:** Keeping messages aligned across people, channels, and situations.
- **Follow-Up:** Checking understanding or progress after communication has occurred.

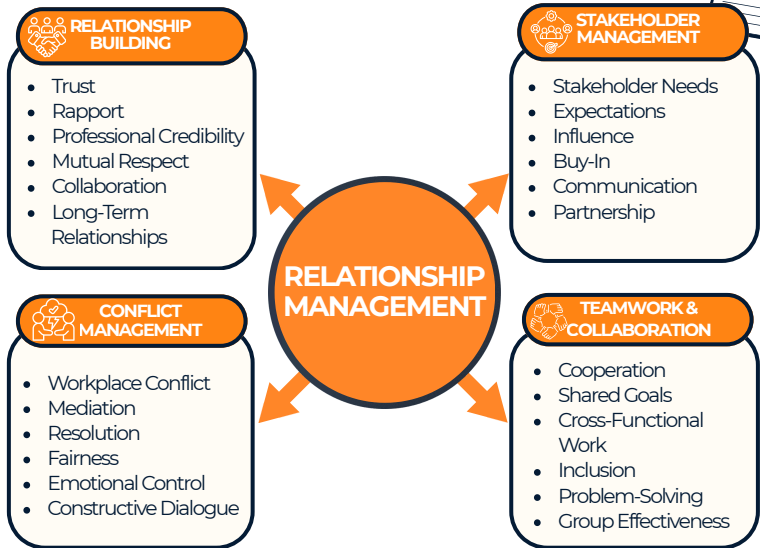


INFLUENCE THROUGH COMMUNICATION

- **Trust:** Confidence built through honest, respectful, and reliable communication.
- **Credibility:** Believability earned through expertise, accuracy, and sound judgment.
- **Persuasion:** Encouraging support through clear reasoning, evidence, and relevance.
- **Transparency:** Sharing appropriate information openly and clearly.
- **Conflict Reduction:** Using communication to reduce misunderstanding, tension, or disagreement.
- **Relationship Building:** Strengthening professional connections through respectful communication.

RELATIONSHIP MANAGEMENT

MIND MAP



HOW SHRM MAY TEST THIS

- Expect scenario-based questions where HR must build trust, manage difficult relationships, address conflict, support collaboration, or work with stakeholders who have different priorities.
- Watch for wording around strained relationships, poor cooperation, resistance from managers, workplace conflict, lack of buy-in, or teams not working effectively together.

HOW TO APPROACH IT

- First, identify the relationship issue and the stakeholders involved in the scenario.
- Choose the response that builds Trust, supports Stakeholder Needs, encourages Collaboration, and maintains Professional Credibility.
- Prefer actions that manage conflict fairly, promote Constructive Dialogue, strengthen Buy-In, and support Shared Goals.



RELATIONSHIP MANAGEMENT

REFERENCE SHEET



RELATIONSHIP BUILDING

- **Trust:** Confidence built through reliability, honesty, and consistent professional behavior.
- **Rapport:** A positive working connection that supports open communication.
- **Professional Credibility:** The respect earned through expertise, judgment, and ethical conduct.
- **Mutual Respect:** Recognizing the value, role, and perspective of others.
- **Collaboration:** Working with others to achieve a shared result.
- **Long-Term Relationships:** Ongoing professional connections that support future cooperation.



STAKEHOLDER MANAGEMENT

- **Stakeholder Needs:** The concerns, expectations, or priorities of people affected by a decision.
- **Expectations:** What stakeholders believe should happen or what outcomes they anticipate.
- **Influence:** The ability to affect decisions, actions, or support from others.
- **Buy-In:** Agreement, commitment, or support for an idea, decision, or initiative.
- **Communication:** Sharing information clearly to support understanding and cooperation.
- **Partnership:** Working with stakeholders as collaborators rather than separate parties.



CONFLICT MANAGEMENT

- **Workplace Conflict:** Disagreement or tension between employees, teams, or stakeholders.
- **Mediation:** Helping parties discuss issues and move toward resolution.
- **Resolution:** Reaching an appropriate outcome that addresses the issue.
- **Fairness:** Handling issues consistently and without bias.
- **Emotional Control:** Managing reactions professionally during difficult situations.
- **Constructive Dialogue:** Discussion focused on solving the issue rather than escalating tension.



TEAMWORK & COLLABORATION

- **Cooperation:** Working willingly with others to support a common purpose.
- **Shared Goals:** Objectives that multiple people or groups work toward together.
- **Cross-Functional Work:** Collaboration across departments, roles, or business areas.
- **Inclusion:** Ensuring people are involved, respected, and able to contribute.
- **Problem-Solving:** Working through issues to identify practical solutions.
- **Group Effectiveness:** The ability of a team to work well and produce results.

CONSULTATION

MIND MAP



HOW SHRM MAY TEST THIS

- Expect scenario-based questions where HR is asked to diagnose a business issue, advise a manager, recommend an HR solution, or support implementation.
- Watch for wording around unclear problems, performance gaps, manager concerns, stakeholder resistance, poor root-cause analysis, or solutions that are not aligned with business needs.

HOW TO APPROACH IT

- First, identify the real Business Challenge and avoid jumping straight to a solution.
- Choose the response that uses HR Expertise, Root Cause analysis, Stakeholder Consultation, and Business Alignment.
- Prefer actions that provide practical Recommendations, support managers, build Stakeholder Buy-In, and follow through on Results.



CONSULTATION

REFERENCE SHEET

BUSINESS CHALLENGES

- **Business Needs:** The organizational priorities or problems that require HR support.
- **Performance Gaps:** Differences between current results and expected results.
- **Root Cause:** The underlying reason a problem is happening.
- **Operational Issues:** Work-related problems that affect productivity, service, or outcomes.
- **People Challenges:** Workforce issues involving skills, behavior, capacity, or performance.
- **Organizational Priorities:** The most important goals or focus areas for the organization.

HR SOLUTIONS

- **Recommendations:** Suggested actions based on analysis, expertise, and business needs.
- **HR Expertise:** Professional HR knowledge used to advise and solve workplace issues.
- **Practical Options:** Realistic choices that can be applied within the organization.
- **Policy Guidance:** Advice based on organizational policies and expected procedures.
- **Risk Consideration:** Reviewing possible legal, ethical, operational, or people-related risks.
- **Business Alignment:** Ensuring HR solutions support organizational goals and priorities.

ADVISING STAKEHOLDERS

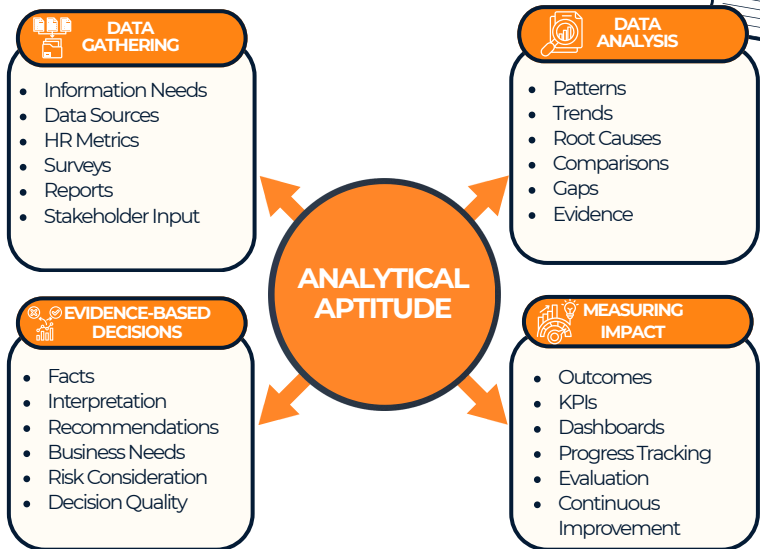
- **Consultation:** Working with others to understand issues and recommend appropriate action.
- **Credibility:** Trust earned through expertise, judgment, and reliable advice.
- **Influence:** The ability to guide decisions or gain support without relying only on authority.
- **Partnership:** Working with stakeholders as collaborators to solve business problems.
- **Decision Support:** Helping others make informed choices using HR knowledge and evidence.
- **Manager Guidance:** Advising managers on appropriate people-related actions.

IMPLEMENTATION SUPPORT

- **Action Planning:** Defining the steps needed to put a solution into practice.
- **Stakeholder Buy-In:** Support and commitment from those involved in or affected by the solution.
- **Communication:** Sharing information clearly to support understanding and action.
- **Resources:** The people, time, budget, or tools needed to implement a solution.
- **Follow-Up:** Checking progress after advice or action has been given.
- **Results:** The outcomes produced by the solution or recommendation.

ANALYTICAL APTITUDE

MIND MAP



HOW SHRM MAY TEST THIS

- Expect scenario-based questions where HR must use data to understand a problem, identify trends, evaluate options, or recommend a course of action.
- Watch for wording around incomplete information, assumptions, performance gaps, conflicting data, weak analysis, or HR decisions that need stronger evidence.

HOW TO APPROACH IT

- First, identify what information is needed before making a decision.
- Choose the response that uses Data Gathering, Data Analysis, HR Metrics, and Evidence to understand the real issue.
- Prefer actions that identify Root Causes, support Evidence-Based Decisions, measure Outcomes, and improve Decision Quality.



ANALYTICAL APTITUDE

REFERENCE SHEET



DATA GATHERING

- **Information Needs:** The specific facts or details required to understand a problem.
- **Data Sources:** Places where useful information can be collected or reviewed.
- **HR Metrics:** Measures used to track HR activities, outcomes, or workforce trends.
- **Surveys:** Tools used to collect feedback, opinions, or employee input.
- **Reports:** Organized information used to review results, patterns, or performance.
- **Stakeholder Input:** Information gathered from people affected by or involved in an issue.



DATA ANALYSIS

- **Patterns:** Repeated information or behaviors that may reveal an issue.
- **Trends:** Changes over time that help explain direction or movement.
- **Root Causes:** The underlying reasons a problem is occurring.
- **Comparisons:** Reviewing differences between groups, periods, results, or expectations.
- **Gaps:** Differences between current performance and desired outcomes.
- **Evidence:** Information that supports a conclusion, decision, or recommendation.



EVIDENCE-BASED DECISIONS

- **Facts:** Verified information used to support understanding and action.
- **Interpretation:** Explaining what the data means in the business or HR context.
- **Recommendations:** Suggested actions based on analysis and evidence.
- **Business Needs:** Organizational priorities or problems that the decision should support.
- **Risk Consideration:** Reviewing possible negative impacts before taking action.
- **Decision Quality:** The strength of a decision based on evidence, logic, and relevance.

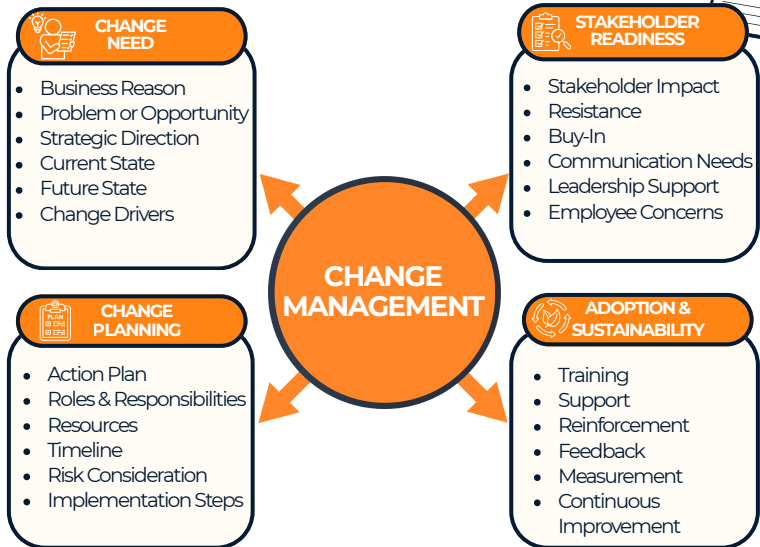


MEASURING IMPACT

- **Outcomes:** The results produced by an action, initiative, or decision.
- **KPIs:** Key performance indicators used to track progress or success.
- **Dashboards:** Visual summaries of data used to monitor important measures.
- **Progress Tracking:** Monitoring whether actions are moving toward the desired result.
- **Evaluation:** Reviewing effectiveness after an action or initiative has been implemented.
- **Continuous Improvement:** Using results and feedback to make future actions better.

CHANGE MANAGEMENT

MIND MAP



HOW SHRM MAY TEST THIS

- Expect scenario-based questions where HR must support a change initiative, address resistance, prepare stakeholders, communicate the reason for change, or help employees adapt.
- Watch for wording around poor communication, lack of leadership support, employee resistance, unclear roles, weak planning, or change that is not sustained after implementation.

HOW TO APPROACH IT

- First, identify the Business Reason for the change and the gap between the Current State and Future State.
- Choose the response that addresses Stakeholder Impact, Resistance, Buy-In, Communication Needs, and Leadership Support.
- Prefer actions that use clear Change Planning, provide Training and Support, measure adoption, and reinforce Continuous Improvement.



CHANGE MANAGEMENT

REFERENCE SHEET

CHANGE NEED

- **Business Reason:** The organizational purpose or need behind the change.
- **Problem or Opportunity:** The issue to be solved or the improvement the change may create.
- **Strategic Direction:** The broader business path the change should support.
- **Current State:** The present condition, process, behavior, or performance level.
- **Future State:** The desired condition or result after the change is implemented.
- **Change Drivers:** Internal or external factors that create the need for change.

STAKEHOLDER READINESS

- **Stakeholder Impact:** How the change affects employees, leaders, teams, or business areas.
- **Resistance:** Pushback, concern, or reluctance from people affected by the change.
- **Buy-In:** Support and commitment from those needed to make the change successful.
- **Communication Needs:** Information stakeholders require to understand and accept the change.
- **Leadership Support:** Visible commitment from leaders to guide and reinforce the change.
- **Employee Concerns:** Questions, fears, or practical issues employees may have about the change.

CHANGE PLANNING

- **Action Plan:** The steps required to move the change from idea to implementation.
- **Roles & Responsibilities:** Clarity on who is accountable for each part of the change.
- **Resources:** The people, tools, time, or budget needed to support the change.
- **Timeline:** The planned schedule for implementing and monitoring the change.
- **Risk Consideration:** Identifying possible barriers, impacts, or unintended consequences.
- **Implementation Steps:** The specific actions used to put the change into practice.

ADOPTION & SUSTAINABILITY

- **Training:** Learning support that helps people perform in the changed environment.
- **Support:** Assistance provided to help stakeholders adjust during and after the change.
- **Reinforcement:** Actions that help make the new behavior or process stick.
- **Feedback:** Input gathered to understand concerns, progress, or improvement needs.
- **Measurement:** Tracking whether the change is producing the intended results.
- **Continuous Improvement:** Using feedback and results to refine the change over time.

TALENT & WORKFORCE PLANNING

MIND MAP



HOW SHRM MAY TEST THIS

- Expect scenario-based questions where HR must identify workforce gaps, support hiring decisions, build talent pipelines, develop employees, or prepare for future staffing needs.
- Watch for wording around skills shortages, poor hiring practices, unclear job requirements, turnover risk, critical roles, succession gaps, or workforce plans that do not support business needs.

HOW TO APPROACH IT

- First, identify the workforce issue and whether the organization needs to hire, develop, retain, or plan for future capability.
- Choose the response that connects Workforce Planning, Talent Acquisition, Talent Development, and Succession to business needs.
- Prefer actions that clarify staffing needs, close skill gaps, strengthen the talent pipeline, and support long-term workforce continuity.



TALENT & WORKFORCE PLANNING

REFERENCE SHEET



WORKFORCE PLANNING

- **Staffing Needs:** The number and type of employees required to meet business goals.
- **Workforce Gaps:** Differences between current workforce capability and future needs.
- **Skills Requirements:** The abilities, knowledge, or experience needed for successful performance.
- **Labor Supply:** The availability of talent inside or outside the organization.
- **Workforce Demand:** The organization's need for employees based on business activity and strategy.
- **Future Capability:** The workforce strength needed to support future organizational success.



TALENT ACQUISITION

- **Job Requirements:** The qualifications, skills, and responsibilities needed for a role.
- **Sourcing:** Finding potential candidates through internal or external talent channels.
- **Selection:** Evaluating candidates to identify the best fit for the role and organization.
- **Candidate Experience:** How applicants perceive the hiring process and employer.
- **Hiring Decisions:** Choosing candidates based on job needs, evidence, and fairness.
- **Employer Brand:** How the organization is perceived as a place to work.



TALENT DEVELOPMENT

- **Competencies:** The knowledge, skills, and behaviors needed for effective performance.
- **Learning Needs:** Gaps in capability that can be addressed through training or development.
- **Career Development:** Support that helps employees grow and prepare for future roles.
- **Performance Growth:** Improvement in employee capability, contribution, or results.
- **Coaching:** Guidance that helps employees improve skills, behavior, or performance.
- **Development Plans:** Structured actions designed to build employee capability over time.

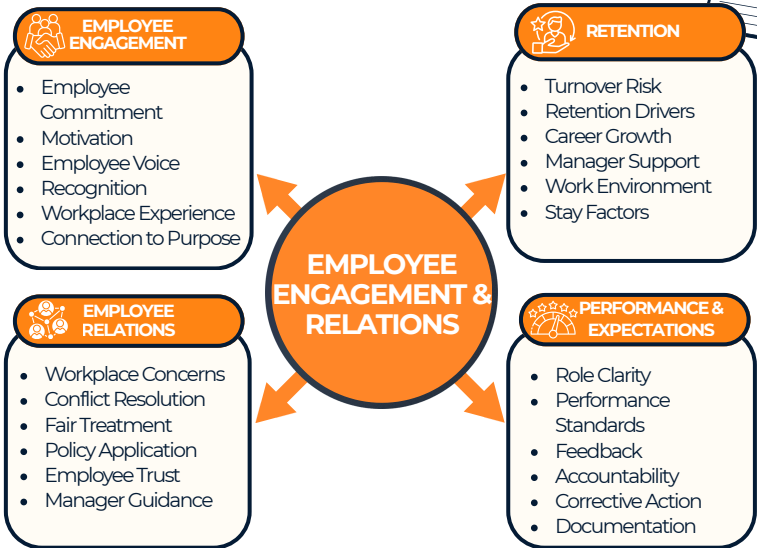


SUCCESSION & RETENTION

- **Critical Roles:** Positions that are essential to business performance or continuity.
- **Talent Pipeline:** A group of employees or candidates prepared for future opportunities.
- **High-Potential Employees:** Individuals with strong ability or readiness for future growth.
- **Retention Risk:** The possibility that valued employees may leave the organization.
- **Engagement:** The level of employee commitment, connection, and motivation at work.
- **Continuity Planning:** Preparing the organization to maintain operations when key roles change.

EMPLOYEE ENGAGEMENT & RELATIONS

MIND MAP



HOW SHRM MAY TEST THIS

- Expect scenario-based questions where HR must address low engagement, retention risk, workplace concerns, manager-employee conflict, unfair treatment, or unclear performance expectations.
- Watch for wording around declining morale, increased turnover, employee complaints, inconsistent policy application, poor manager behavior, or unresolved workplace issues.

HOW TO APPROACH IT

- First, identify whether the issue is about Engagement, Retention, Employee Relations, or Performance Expectations.
- Choose the response that builds Employee Trust, applies policy fairly, supports Manager Guidance, and addresses the real workplace concern.
- Prefer actions that improve Employee Voice, clarify expectations, support fair treatment, reduce turnover risk, and strengthen the work environment.



EMPLOYEE ENGAGEMENT & RELATIONS

REFERENCE SHEET



EMPLOYEE ENGAGEMENT

- **Employee Commitment:** The level of dedication employees show toward their work and organization.
- **Motivation:** The internal or external factors that encourage employees to perform and contribute.
- **Employee Voice:** Opportunities for employees to share concerns, feedback, ideas, or opinions.
- **Recognition:** Acknowledging employee effort, contribution, performance, or achievement.
- **Workplace Experience:** How employees perceive the overall environment, culture, and daily work.
- **Connection to Purpose:** How strongly employees understand and relate to the organization's mission or goals.



RETENTION

- **Turnover Risk:** The possibility that employees may leave the organization.
- **Retention Drivers:** Factors that encourage employees to stay with the organization.
- **Career Growth:** Opportunities for employees to develop, progress, or take on new roles.
- **Manager Support:** Guidance, feedback, and assistance provided by managers to employees.
- **Work Environment:** The conditions, culture, and relationships that shape the employee experience.
- **Stay Factors:** Reasons employees choose to remain with the organization.



EMPLOYEE RELATIONS

- **Workplace Concerns:** Employee issues or complaints that may affect trust, fairness, or performance.
- **Conflict Resolution:** Addressing disagreement or tension in a fair and constructive way.
- **Fair Treatment:** Applying decisions, policies, and expectations consistently and without bias.
- **Policy Application:** Using organizational rules and procedures appropriately in workplace situations.
- **Employee Trust:** Confidence employees have in HR, managers, and organizational processes.
- **Manager Guidance:** Helping managers respond appropriately to employee-related situations.

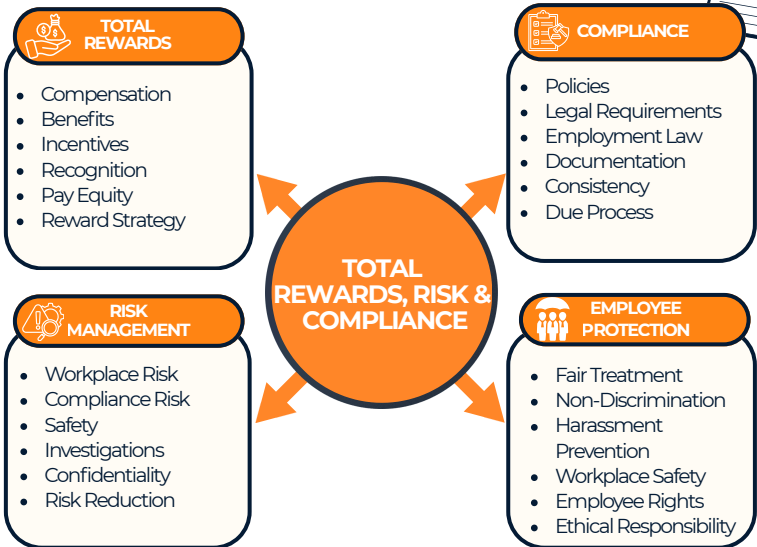


PERFORMANCE & EXPECTATIONS

- **Role Clarity:** Understanding responsibilities, expectations, and how work contributes to goals.
- **Performance Standards:** The expected level of work quality, behavior, or results.
- **Feedback:** Information provided to help employees understand or improve performance.
- **Accountability:** Responsibility for meeting expectations, following rules, and delivering results.
- **Corrective Action:** Steps taken to address performance, behavior, or policy concerns.
- **Documentation:** Written records that support decisions, actions, or performance management.

TOTAL REWARDS, RISK & COMPLIANCE

MIND MAP



HOW SHRM MAY TEST THIS

- Expect scenario-based questions where HR must address pay concerns, benefits issues, policy violations, workplace risk, safety concerns, investigations, or compliance obligations.
- Watch for wording around inconsistent treatment, missing documentation, legal exposure, confidentiality concerns, discrimination, harassment, safety risks, or decisions that may create organizational risk.

HOW TO APPROACH IT

- First, identify whether the issue relates to Total Rewards, Compliance, Risk Management, or Employee Protection.
- Choose the response that follows Policies, Legal Requirements, Documentation, Consistency, and Due Process.
- Prefer actions that protect Fair Treatment, reduce Workplace Risk, maintain Confidentiality, and support ethical and compliant HR practice.



TOTAL REWARDS, RISK & COMPLIANCE

REFERENCE SHEET



TOTAL REWARDS

- **Compensation:** Pay provided to employees in exchange for work performed.
- **Benefits:** Non-wage offerings provided to support employee well-being and security.
- **Incentives:** Rewards designed to encourage performance, results, or desired behaviors.
- **Recognition:** Acknowledging employee effort, achievement, or contribution.
- **Pay Equity:** Ensuring fair and consistent pay practices across employees and groups.
- **Reward Strategy:** The organization's approach to using rewards to support business and workforce goals.



COMPLIANCE

- **Policies:** Formal rules that guide workplace behavior, decisions, and procedures.
- **Legal Requirements:** Laws or regulations the organization must follow.
- **Employment Law:** Rules governing the employment relationship and workplace practices.
- **Documentation:** Written records that support decisions, actions, and compliance.
- **Consistency:** Applying policies and decisions in the same fair manner across similar situations.
- **Due Process:** Following proper steps before taking employment-related action.



RISK MANAGEMENT

- **Workplace Risk:** Conditions or actions that may harm employees, operations, or the organization.
- **Compliance Risk:** The possibility of failing to meet legal, policy, or regulatory obligations.
- **Safety:** Protecting employees from workplace hazards, harm, or unsafe conditions.
- **Investigations:** Formal review of workplace concerns, complaints, or possible violations.
- **Confidentiality:** Protecting sensitive employee and organizational information.
- **Risk Reduction:** Taking action to lower the chance or impact of harm, loss, or liability.



EMPLOYEE PROTECTION

- **Fair Treatment:** Handling employees consistently, respectfully, and without bias.
- **Non-Discrimination:** Avoiding unfair treatment based on protected or irrelevant characteristics.
- **Harassment Prevention:** Actions that help prevent, address, and correct inappropriate workplace behavior.
- **Workplace Safety:** Ensuring the work environment protects employee health and well-being.
- **Employee Rights:** Protections and entitlements employees have under law, policy, or practice.
- **Ethical Responsibility:** HR's duty to act with integrity, fairness, and accountability.