



Executive Education

# STRATEGIC HUMAN RESOURCE PLANNING

Elevate the strategic value of HR within your organization.

Ann Arbor

APR. 11-15, 2016

SEP. 19-23, 2016

**2015  
Top 10  
Global  
Provider**

-FINANCIAL TIMES

## GLOBAL OFFERINGS:

Hong Kong

JUNE 6-10, 2016

India

NOVEMBER 18-20

# STRATEGIC HUMAN RESOURCE PLANNING

Elevate the strategic value of HR within your organization.

This challenging program will push you to shift your focus from day-to-day operations to long-term strategic HR. You'll learn tools, frameworks, and best practices from the recently released Human Resource Competency Study, the largest and longest-running global study of HR, and build a business-focused strategy to establish your HR unit as a true business partner. You'll emerge with an action plan to develop the nine HR competencies that drive internal and external value.

Action-learning experiences, interactive lectures, case discussions, and in-class activities will guide you in determining what culture, capabilities, and talent you'll need to make your business strategy work. You'll learn to identify who creates value and discover ways your workforce can have a major impact on the firm's performance. You'll emerge with a clear roadmap to create customer and business value through HR.



## Individual Benefits:

- Actionable understanding of the ways HR can create customer and business value
- Expanded knowledge of research-based best practices in HR
- Increased confidence in your ability to implement strategic HR initiatives that drive organizational growth
- Frameworks to assess strategic workforce planning, develop talent targets, and deliver business value through human capital

## Organizational Benefits:

- A customized strategic plan to shape workforce planning and HR operations
- Methods to align HR practices with your organization's strategic priorities
- Metrics to assess and demonstrate the value of your HR operation
- Tools to ensure every employee creates customer and economic value for your firm

## Who Should Attend

HR directors, VPs, managers, and generalists responsible for the design and implementation of effective HR strategies, and line managers who recognize that placing the right talent in strategic roles is the only way their organization will succeed.

### TYPICAL TITLES INCLUDE:

- Manager/Director of Talent, Benefits, Payroll, or Compensation
- Senior, Group, Global, or Executive Director of HR
- VP of Human Resources



## The Experience

This popular program attracts participants from a wide variety of industries, organizations, and countries, fostering a dynamic learning environment. The following program topics will be presented through a combination of action-learning activities, group discussions, team exercises, lectures, case studies, and projects.

- DAY ONE**
- Assessing the business strategy and organization structure
  - Understanding the goals process and sequences that make a structure work via case studies and discussion
  - Structural alternatives aligned to strategy

- DAY TWO**
- Diagnosing the strategic implications of building great, sustainable organizations using tools from the book *What Really Works*
  - Review of basic partnership issues:
    - What do we need to do to grow/improve this business/unit?
    - What is our life cycle stage?
    - What is our strategy? What does it need to be?
    - What is our culture? Is it aligned with our strategy?
  - Exploration of HR partners vs. HR players
  - The three strategies required for partnership success:
    1. Business strategy
    2. Workforce strategy
    3. HR strategy
  - Understanding the three strategies and engaging in a "deep-dive" on the strategic capabilities of each participant's firm

- DAY THREE**
- Building a workforce strategy
    - Strategic capabilities required: diagnostic tools
    - Present and desired state
    - Gaps and their causes
    - Strategic positions and talent
    - Where, how, and who creates customer and economic value
    - Performance vs. potential
  - Building talent inventories
    - Case example: building a talent inventory for your line of business/company
    - HR metrics
    - Culture: expect and inspect
    - Talent: bench strength vs. benchmark
    - Leaders' workforce accountabilities

- DAY FOUR**
- HR strategy and actions
    - What will HR need to do differently with talent to have a profound impact on the creation of customer and economic value?
    - Building a new HR architecture
    - HR practice changes
      - Selection
      - Development
      - Performance management
      - Rewards
      - Communication
      - Work design
    - Aligning and integrating HR
    - HR as a system: a whole and not a heap
    - The financial impact on the organization of aligned and integrated HR systems
  - Strategic workforce planning
    - HR strategy: create a customer-focused culture, improve retention, and develop your best talent
    - Workforce metrics: learn what information should be captured to track progress and demonstrate the value of HR to the organization

- DAY FIVE**
- HR leadership: delivering the HR agenda
    - HR as a change agent
    - Leading the HR function
    - Influencing line leaders
    - Talent effectiveness
    - Sustaining change
    - HR with an attitude
  - Building an action plan to deliver short- and long-term value through HR
  - Program concludes at noon

**RICHARD (DICK) BEATTY** | FACULTY DIRECTOR

Professor of Business Administration

Richard Beatty is Professor of Human Resource Strategy at Rutgers University. He received his BA from Hanover College, his MBA from Emory University, and his PhD from Washington University. He is a core faculty member of Ross' Executive Education program and has presented executive education programs at Cornell, Wharton, Dartmouth, Pittsburgh, Utah State, and the Indian School of Business (Hyderabad).

Professor Beatty's research interests focus on strategic workforce planning, HR metrics, rewards, and performance leadership. He has published 19 books and more than 100 articles on workforce issues in business and management journals. He is co-author of *The Differentiated Workforce*, *"A" Players or "A" Positions?: The Strategic Logic of Workforce Management*, and *The Workforce Scorecard: Managing Human Capital to Execute Strategy*, which was named one of the top ten must-reads by *Human Resource Executive*. He is a former associate editor of the *Human Resource Management Journal* as well as the *Academy of Management Review*. Beatty has twice won the Human Resource Planning Society's research award for the best applied article on human resource management and won the book award by the Society for Human Resource Management. He is a past president of the Society for Human Resource Management Foundation. In 2013 Beatty was named one of the 20 most influential International Thinkers on the Global Workforce by *HR Magazine* (UK).

Professor Beatty has had long-term working relationships with General Electric, General Motors, Lockheed Martin, ITT, Precision Castparts (PCC), Nissan, NovoNordisk, and Pfizer among many others in implementing differentiated workforce concepts. He has worked with the Jack Welch Institute and serves on several boards including Cypress Semiconductor. He was one of the original thirteen business coaches for GE's renowned "Work-Out" program, serving as the lead coach for GE Aircraft Engines as well as GE's Power, Delivery, and Control Groups reporting to Jack Welch. He was also the lead consultant/coach for General Motors' "GoFast" program and reported to the executive in charge of Global Quality, which moved GM from 13th to third in 18 months in the J.D. Powers Rankings. He was also the business coach for GM's President of all European Operations.

Professor Beatty's experience in executive education is extensive. He has worked with well over half of Fortune 100 firms, addressing issues in strategic workforce planning, workforce metrics, and organizational change.



**DICK BEATTY**



**WILLIAM JOYCE**

Professor of Strategy and Organization Science - Dartmouth College.

William Joyce is the author of *What Really Works: The 4+2 Formula for Sustained Business Success*. Joyce's areas of expertise include organizational design and change, organizational culture and performance, and strategy implementation.

Professor Joyce is Professor of Strategy and Organization Science at the Amos Tuck School of Business of Dartmouth College. Joyce has consulted extensively with organizations in the United States, Europe, and the Far East. His client base is wide-ranging and includes highly visible firms from the telecommunications, high technology, government, and financial services sectors, among others. He has served as the principal consultant in reorganizations of portions of Aetna, Citibank, ING, General Electric, General Motors, Allied-Signal, AT&T, Ciba-Geigy Pharmaceuticals, Upjohn, 3M, and various government agencies including the EPA.

Professor Joyce served as a consultant to General Electric on the Work-Out process, one of the largest applied change projects in the history of enterprise. In this role, Joyce designed and implemented the Work-Out process within GE Aerospace, and was responsible for interventions that radically transformed major aspects of the strategies, structures, and systems within this large global organization. Recently, he developed and led the engineering and manufacturing components of the General Motors GoFast cultural transformation project. GoFast has superseded Work-Out as the largest organizational change and transformation project ever undertaken.

Joyce is the author of four books and numerous articles dealing with strategy implementation, organizational design, and cultural change. His work is widely cited in both the academic and professional literatures, and he is recognized as an international authority on organizational design. Joyce was formerly on the faculty of the Wharton School of the University of Pennsylvania, where he was Director of Doctoral Programs in Management. During 1991 and 1992 he was a visiting scholar at the Graduate School of Business at Berkeley and at the Stanford Center for Organizational Research. He is one of a handful of Americans to be appointed to the position of Professor of Management by the Ministry of Education of Japan, and he teaches regularly in Japan and other locations abroad.



## The University of Michigan

**OVER 100 TOP RANKED GRADUATE PROGRAMS**  
 - US NEWS AND WORLD REPORT

Founded in 1817, the University of Michigan was one of the first public universities in the United States and remains a leader in higher education. The university has 101 graduate programs ranked in the top ten and is in the top five for research productivity and intellectual capital. U-M is also one of only two public institutions consistently ranked in the top ten universities in the U.S. U-M has over 51,000 students and 5,600 faculty on three campuses from over 100 countries. The school has a global presence that includes initiatives in Southeast Asia, Brazil, Russia, India, and China.

U-M is located in Ann Arbor, a vibrant and sophisticated college town located 50 miles from Detroit and less than 30 minutes from Detroit Metropolitan Airport, a major international hub with non-stop flights from over 115 U.S. and 20 international cities.

## The Stephen M. Ross School of Business

**TOP 10 ACROSS PROGRAMS** - BLOOMBERG/BUSINESS WEEK

Founded in 1924, the Stephen M. Ross School of Business at the University of Michigan is grounded in the principle that business can be an extraordinary vehicle for positive change in today's dynamic and global economy. As a general management institution, Michigan Ross has earned unqualified acclaim for academic excellence and is consistently ranked in the top five for all degree programs. Ross has approximately 230 faculty members who study, research, consult, and teach in all areas of business. In addition to top-ranked academic departments in the core business principles, the school provides unparalleled learning opportunities in entrepreneurship, sustainability, social impact, operations, and emerging economies. Our unique approach – which focuses on action-based learning and interdisciplinary, team-oriented situations – develops leaders and ideas that make a positive difference in the world.

## Executive Education

**2015 TOP 10 GLOBAL PROVIDER** - FINANCIAL TIMES

Michigan Ross Executive Education was recently named a Top 10 executive education provider by the *Financial Times*, and our leadership programs have been consistently rated No. 1 from 2005-2012 by *Leadership Excellence*. Ross Executive Education offers approximately 30 different open enrollment offerings and a variety of custom programs annually, serving over 4,000 business executives around the world. Ross has been established in Hong Kong and Mumbai since the early 90's and delivers programs globally wherever our corporate partners request.

## Michigan Ross Custom Programs

Ross delivers custom executive development programs for organizations throughout the world. We start by gaining a deep understanding of your business strategy and talent needs, and then work with you to create an experience that develops individual participants, builds networks and relationships, and provides a foundation for culture and organizational transformation. In close collaboration with you, we identify clear business and learning objectives, design learning experiences that align with those objectives, and bring together a world-class faculty team – often including your company's leaders as teachers – to deliver a truly transformational experience for your top talent. And we do all of this with a deep commitment to delivering results and a return on your investment.

No matter your business challenge or strategic priority, Ross can be your partner in success. If you are interested in customized solutions for your company, please contact us at [rossexeced@umich.edu](mailto:rossexeced@umich.edu) or (734) 763-1000 to arrange a conversation with one of our managing directors.

## Real Impact

Michigan Ross is committed to maximizing your return on investment. For example, one of the nation's top integrated health delivery systems turned to Michigan Ross to help their mid- to senior-level leaders with the following business challenges:

- Linking core competencies to customer benefits
- Improving strategic agility and leadership
- Assessing, driving, and measuring customer service and satisfaction
- Building high-performance teams

Upon completion of the program, an independent study was conducted to assess the organizational and personal impact of engaging with Michigan Ross. Here is what was found:

- A **310%** return on program investment
- A **SIGNIFICANT REDUCTION** in key service area wait times
- **25%** of participants were promoted within six months of program completion
- **15%** improvement in decision making
- **16%** improvement in teamwork

## Ann Arbor Welcomes You

**#1**  
 "Most Educated Cities"  
 -Forbes, 2014

**#1**  
 "Best Main Streets"  
 -Huffington Post, 2014

**#2**  
 "Best College Towns"  
 -Livability, 2013

## Program Details

### PROGRAM DATES

Apr. 11-15, 2016  
 Sep. 19-23, 2016

### LOCATION

Ann Arbor, Michigan

### FEE

\$9,700 US

### FEE INCLUDES:

- On-site executive accommodations
- Program materials, assessments, and simulations
- All breakfasts, lunches, and break snacks/drinks
- Select dinners

### GLOBAL OFFERINGS:

HONG KONG  
 JUNE 6-10, 2016  
 FEE: \$5,900 US

INDIA  
 NOVEMBER 18-20  
 FEE: \$3,450 US

### REGISTER

[execed.bus.umich.edu/profile/register.aspx](http://execed.bus.umich.edu/profile/register.aspx)  
[rossexeced@umich.edu](mailto:rossexeced@umich.edu)  
 734-763-1000

Learn more or explore other programs online at [execed.bus.umich.edu](http://execed.bus.umich.edu)



## From Past Participants

"The credibility and content is phenomenal. A great experience with tools that prepare you for practical application." -Stacie Ferschweiler, Stryker Corporation

"This program is built on a firm strategic business foundation allowing me to sharpen and strengthen my HR capabilities and act as a real player in my organization"

-Wouter van Hunnik, Phillips Healthcare

"A strategic approach to HR. Leadership skills. How to execute. This program gave me the courage and skills to do it all!"

-Godon Clark, Paccar

# STRATEGIC HUMAN RESOURCE PLANNING

Elevate the strategic value of HR within your organization.

WORLD-CLASS FACULTY | DESIGNED FOR IMPACT | GLOBAL PERSPECTIVE

You'll learn to shift your focus from day-to-day operations to long-term strategic HR. Armed with tools, frameworks, and best practices from the recently released Human Resource Competency Study, the largest and longest-running global study of HR, you'll emerge with an action plan to build a business-focused strategy that establishes your HR unit as a true business partner.

**2015  
Top 10  
Global  
Provider**  
-FINANCIAL TIMES

**Ann Arbor**

**APR. 11-15, 2016**

**SEP. 19-23, 2016**

**Register**

[execed.bus.umich.edu/profile/register.aspx](http://execed.bus.umich.edu/profile/register.aspx)

[rossexeced@umich.edu](mailto:rossexeced@umich.edu)

734-763-1000

"This program is inspiring and powerful. The concepts are practical and easy to implement."

*—Gudrun Tschass, Royal Philips Electronics*

## GLOBAL OFFERINGS:

**Hong Kong**

**JUNE 6-10, 2016**

**India**

**NOVEMBER 18-20**

**M** | MICHIGAN ROSS