You’ve earned a seat at the table. Now make it count.

Establish HR as a true partner in advancing and driving business goals, and enhance your value as both a member of your senior management team and a leader of the human resource function of your organization.

In this program, you’ll join HR guru Dave Ulrich, global HR thought leaders, and top-level HR executives for the world’s preeminent HR executive development program. In it, you’ll learn how to lead your HR operation to advance overall business strategy, deliver value to investors, customers, and employees, and set a new, strategic vision for your HR operations.

You’ll learn to maximize HR’s contribution to the management team, optimize for global competitiveness, and create effective HR analytics to prove HR’s worth. In addition, you’ll learn the latest research and thinking on talent management, communication, managing culture across global organizations, facilitating change, performance management, organization design, HR competence, upgrading HR professionals, and defining the organization’s leadership brand.
LEADERSHIP

STRATEGIC HR MANAGEMENT

Dave Ulrich // Co-Director
Rensis Likert Professor of Business

Dr. Ulrich is a professor at the Ross School and co-founder & partner of The RBL Group. He has consulted and done research with over half of the Fortune 200 and published more than 200 articles and book chapters as well as 23 books. He served as the editor of the Human Resource Management Journal from 1990 to 1999 and is a fellow of the National Academy of Human Resources. HR Magazine has named him the number-one thought leader in HR for four years and gave him a lifetime achievement award in 2012.

Wayne Brockbank // Co-Director
Clinical Professor of Business

Dr. Brockbank’s teaching focuses on strategic human resource management, strategy and implementation, and international business. Brockbank has published articles in the Human Resource Management Journal and Harvard Business Review, among others. He is a distinguished visiting professor of business administration at Instituto De Altos Estudios Empresariales (Argentina) and teaches at the Melbourne Business School (Australia).

Richard (Dick) Beatty // Co-Director
Adjunct Professor of Business Administration

Dr. Beatty is an Adjunct Professor of Business Administration, Executive Education and Professor of Human Resource Strategy at Rutgers University.

Dr. Beatty is the author of several books and has consulted with more than half of the Fortune 100. His research interests include strategic HR strategy and the measurement of workforce performance.

Faculty continued on next page...

TAKEAWAYS AND TOOLS

• Frameworks to translate business strategy to HR priorities, and then deploy HR practices advancing these business goals
• Strategies to enter global markets and balance multinational cultures
• Tools to design and implement a talent management agenda and build a competitive business culture
• Metrics to better measure HR effectiveness in advancing business objectives
• Tools to apply Dave Ulrich’s latest findings for HR strategy, running HR from the outside-in, connecting its work to customer and shareholder value
• A comprehensive, step-by-step executive agenda to realign your HR function and gain buy-in from key stakeholders

PROGRAM HIGHLIGHTS

• Team-based case projects enable you to deploy new concepts and gain skills to apply knowledge to your organization.
• You’ll deeply explore the latest, 2012 results of the Human Resource Competency Study, the largest, most longitudinal study of HR practices worldwide, with study directors Dave Ulrich and Wayne Brockbank to apply key findings to your work.

WHO SHOULD ATTEND?

• Senior HR executives and general managers who realize the importance of HR to business success and want to leverage HR investments to deliver organizational goals

Visit our website for more information:
www.execed.umich.edu
**PROGRAM IN FOCUS**

In this program, you’ll join senior HR executives across industries from organizations ranging from the Fortune 100 to governmental institutions from around the world to explore in detail:

**WEEK 1: Participating and Contributing to the Management Team and Driving Business Results Through HR**
- Delivering Value Through HR
  - Changing roles for HR professionals
- Developing Effective Business Strategy
  - Creating and prioritizing strategic goals and agendas
- Driving Business Strategy Through HR
  - Amplifying HR’s impact on business results
- Optimizing Global Competitiveness
  - Organizing to enter global markets
  - Balancing multinational and business cultures
- Building the Competitive Culture
  - Becoming both the guardian of existing mindsets and the champion of new mindsets inside and outside the organization
- Measuring HR Effectiveness
  - Creating the right HR metrics for the workplace, workforce, and HR function

**WEEK 2: Preparing a Leadership Agenda for the Human Resource Function**
- Assuring Talent Management
  - Defining a talent management agenda that delivers results
- Creating a Leadership Brand
  - Shaping a leadership agenda for your company
  - Setting a vision for HR
- Transforming the HR Function
  - Determining who does what and where they do it
- Managing System Change
  - Facilitating the processes of change to increase the speed with which the organization’s systems adapt
- Implementing Effective HR Practices
  - Meeting the strategic needs of the business
  - Managing from the outside in
  - Building HR practices to meet customer and investor expectations
  - Shaping a personal agenda
  - Developing a personal agenda for change

Learn more about The Michigan Ross Experience

www.execed.bus.umich.edu/DuringYourStay/Default.aspx
## ADVANCED HUMAN RESOURCE EXECUTIVE PROGRAM

### Program Outline - Week One

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<thead>
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<th>A.M.</th>
<th>DAY ONE</th>
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<th>DAY FOUR</th>
<th>DAY FIVE</th>
<th>DAY SIX</th>
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<tbody>
<tr>
<td></td>
<td>Program Overview</td>
<td>The Future of HR: Delivering Value</td>
<td>Linking HR to the Business Strategy</td>
<td>Linking HR to the Business Strategy (cont’d)</td>
<td>HR Metrics</td>
<td>Group Project Presentations</td>
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<td>Strategy and Competitive Advantage</td>
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<td>Participant Introductions</td>
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<tr>
<td>P.M.</td>
<td>Strategy and Competitive Advantage (cont’d)</td>
<td>Group Photo</td>
<td>Linking HR to the Business Strategy (cont’d)</td>
<td>Linking HR to the Business Strategy (cont’d)</td>
<td>HR Metrics (cont’d)</td>
<td>Free Afternoon and Evening to Explore Ann Arbor</td>
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<td></td>
<td>Group Photo</td>
<td>The Future of HR: Delivering Value (cont’d)</td>
<td>Individual Photos</td>
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<td>Group Projects</td>
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<tr>
<td>Evening</td>
<td>Group Welcome</td>
<td>Dinner at the Executive Residence</td>
<td>Dinner at the Executive Residence</td>
<td>Dinner at the Executive Residence</td>
<td>Off-Site Group Dinner</td>
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<tr>
<td></td>
<td>Cocktails and Dinner</td>
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</table>

**Lunch**

### Dynamic, interactive learning both in and out of the classroom

Sessions include lectures with Ross’ top-ranked faculty coupled with:
- Development of a capability-based HR strategy
- Group activities
- Designing a personalized action plan
- Social events
- Cross-industry and cross-functional networking and collaboration

**NOTE:** This is a sample schedule. For questions // +1 734-763-1000 // rossexeced@umich.edu
# ADVANCED HUMAN RESOURCE EXECUTIVE PROGRAM

Program Outline - Week Two

<table>
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<th>DAY ONE</th>
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<th>DAY THREE</th>
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</thead>
<tbody>
<tr>
<td>A.M.</td>
<td>HR and the 4 + 2 Formula</td>
<td>Performance Measurement and Rewards</td>
<td>Creating Talent: A Formula for Success</td>
<td>Changing the Way We Change</td>
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<td>P.M.</td>
<td>Executive Compensation:</td>
<td>Performance Measurement and Rewards (cont'd)</td>
<td>HR Talent Competencies</td>
<td>HR in the Leadership Role</td>
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<td></td>
<td>What the Senior HR Leader Needs to Know</td>
<td>The Challenges of a Chief Human Resource Officer</td>
<td></td>
<td>Certificate Presentation</td>
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<tr>
<td>Evening</td>
<td>Dinner at the Executive Residence</td>
<td>Free Evening in Ann Arbor</td>
<td>Free Evening in Ann Arbor</td>
<td>Celebration Dinner</td>
</tr>
<tr>
<td></td>
<td>Lunch</td>
<td></td>
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<td></td>
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</table>

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