Executive Education

ADVANCED HUMAN RESOURCE EXECUTIVE PROGRAM

The world’s preeminent HR executive program.

FEB. 29 - MAR. 11, 2016
JUL. 11 - 22, 2016
OCT. 24 - NOV. 4, 2016

2015 Top 10 Global Provider
—FINANCIAL TIMES
ADVANCED HUMAN RESOURCE EXECUTIVE PROGRAM

Elevate HR from transactional to transformative

HR executives must be strategic business partners who deliver value through people, culture, and organizational strategy. Join Dave Ulrich, who was recently named the “Most Influential HR Thinker of the Past Decade,” leading faculty members, and seasoned HR practitioners for the world’s preeminent HR executive development program. You’ll uncover the untapped potential of your organization by learning to implement effective HR strategies that will generate world-class results.

In this program, faculty will incorporate findings from the 2015 Human Resource Competency Study, the largest and longest-running study of global HR practices. From this study, new insights have emerged about the competencies that drive HR value inside and outside the organization. You’ll learn how to improve and leverage these HR competencies to advance your firm’s business strategy, deliver value to investors, customers, and employees, and develop a successful and sustainable strategic HR vision.

You’ll learn to maximize HR’s contribution to the management team, optimize for global competitiveness, and create effective HR analytics to validate the return on investment in human capital. In addition, you’ll emerge with the latest research and thinking on talent management, managing culture across global organizations, facilitating change, performance management, information management, organization design, HR competencies, developing HR professionals, and defining the organization’s leadership brand.

2016 HR COMPETENCIES

Advanced Human Resource Executive Program

Individual Benefits:

- Enhance your value as a member of your senior management team and as a leader of the human resource function
- Expand your knowledge of research-based next practices in HR
- Develop the confidence to enact bold, winning HR strategies
- Network with HR professionals and business leaders from world-class organizations from around the world
- Create a comprehensive executive agenda to align your HR function and gain buy-in from key stakeholders

Organizational Benefits:

- Implement new HR practices to advance strategic competitiveness
- Learn frameworks from the latest HR Competency Study findings, managing HR from the outside-in, and linking HR to customer value
- Build effective models for designing and implementing a talent management agenda and building a competitive business culture
- Develop strategies to enter global markets and manage in multinational cultures
- Obtain metrics to better measure HR’s effectiveness in advancing business objectives
### Who Should Attend
Senior HR executives and managers who realize the importance of HR to business success and who want to leverage HR investments to drive organizational results.

**TYPICAL TITLES INCLUDE:**
- VP of Human Resources
- Chief Human Resources Officer
- Senior, Group, Global, or Executive Director of HR
- Chief Learning Officer
- Chief Talent Officer

60% of participants travel to this program from outside North America.

### The Experience
At Michigan Ross, you’ll be challenged and energized by dynamic, interactive learning experiences alongside other senior HR executives and Ross’ top-ranked faculty. The following program topics will be presented through a combination of action-learning activities, group discussions, team exercises, lectures, case studies, and projects.

#### WEEK ONE
Participating and contributing to the management team and driving business results through HR

| DAY ONE | • Defining strategy as “Grade, Processes, Sequences”
| | • Strategy and competitive advantage
| | • Developing goals, processes, and sequence to make strategy successful
| | • Exploring organization structure alternatives via case studies
| DAY TWO | • The future of HR: delivering value
| | • Redefining HR value from the outside-in
| | • A review of what is emerging and new in HR
| | • Clarifying HR’s role in shaping culture
| | • Engagement group activities
| | • Team project introduction
| DAY THREE | • Applied project exercise to understand how to turn strategy into HR priorities
| | • Linking HR to the business strategy
| | • Building an HR strategy for a participant’s firm
| | • Group work on team project
| DAY FOUR | • Linking HR to the business strategy
| | • Focus on firm capabilities
| | • Preparation to present projects
| | • Focus on HR practice implications
| | • Group work on team project
| DAY FIVE | • HR metrics
| | • Measuring HR effectiveness and HR analytics
| | • What are metrics? How to use metrics as international data
| | • Matching person to position: designing strategic workforce planning
| | • Knowing what to measure, how to measure it, and how to use data
| | • Final prep for Saturday presentations
| DAY SIX | • Group project presentations
| | • Delivering strategy execution through HR practices
| | • Review feedback
| | • Review of Week One and preparation for Week Two
| | • Day concludes at noon
| DAY SEVEN | • Recharge day

#### WEEK TWO
Preparing your leadership agenda for the human resource function

| DAY ONE | • HR leaders need to know HR and the 4+2 Formula
| | • Assess your organization’s readiness for HR strategy transformation
| | • Building the 4+2 organization
| | • Executive compensation: what the senior HR leader needs to know about executive compensation in a global context
| DAY TWO | • Performance management and rewards
| | • Performance planning for your HR function
| | • Performance planning for your direct reports
| | • Moving to the top HR job: a CHRO offers insights on what it’s like to take the top HR job
| DAY THREE | • Creating talent: a formula for success
| | • Where do you find and build talent?
| | • Michigan Stadium tour and exercise
| | • HR talent competencies
| | • Upgrading HR talent through strategic work
| | • A review of the University of Michigan HR Competency Study
| DAY FOUR | • Changing the way we change
| | • Making change happen, both culturally and in a disciplined way
| | • Assessing the HR change challenge your organization faces
| | • Understanding your leadership brand
| | • How do you want your best customers to view your organization? Looking at your organization from the outside-in
| DAY FIVE | • HR in the leadership role
| | • Preparing to return home and make a difference through HR
| | • Building your HR agenda — individual exercises
| | • Program concludes at noon
DAVE ULRICH | CO-DIRECTOR
Rensis Likert Professor of Business

In addition to his professorship at Michigan Ross, Professor Ulrich is a partner at the RBL Group, a consulting firm focused on helping organizations and leaders deliver value. A global thought leader, HR Magazine recognized professor Ulrich with a lifetime achievement award in 2012 and named him the “Most Influential HR Thinker of the Past Decade” in 2015. Ulrich studies how organizations build capabilities of leadership, talent, and culture through leveraging human resources. He has helped generate award-winning databases that assess alignment between external business conditions, strategies, organization capabilities, HR practices, HR competencies, and customer and investor results.

Ulrich has published over 200 articles and book chapters and over 25 books. He edited Human Resource Management from 1990-1999; served on the editorial boards of four journals, the Board of Directors for Herman Miller, and the Board of Trustees at Southern Virginia University; and is a Fellow in the National Academy of Human Resources.

WAYNE BROCKBANK | CO-DIRECTOR
Clinical Professor of Business


Brockbank is a Clinical Professor of Business at Ross as well as the Director of Strategy and Organization for executive programs in India and the United Arab Emirates. Over the past twenty-five years, Professor Brockbank has led several executive programs that have been consistently rated as the best HR executive programs in the United States and Europe by the Wall Street Journal, Bloomberg Businessweek, and Leadership Excellence. Brockbank is a Distinguished Visiting Professor at IAE Management and Business School, Universidad Austral (Buenos Aires, Argentina), and has been on the visiting faculty at universities in other countries including Saudi Arabia, Kuwait, Australia, China, Indonesia, Hungary, the United Kingdom, the Netherlands, India, Korea, and the Czech Republic. In 2013 he was acknowledged as one of the top 20 global HR thinkers by HR Most Influential.


Professor Brockbank has consulted with major corporations on nearly every continent. Among his clients have been General Electric, BAE Systems, Eli Lilly, Cathay Pacific Airways, Unilever, Harley-Davidson, Citigroup, Shell, Lafarge, Mahindra and Mahindra, Wyeth, Microsoft, IBM, Tata Group, Handelsblatt, ICICI Bank, Perez Companc, Sony-Ericsson, Cisco, Godrej Group, Medtronic, Rolls Royce, Walt Disney Corporation, General Motors, Boston Scientific, Saudi Aramco, Texas Instruments, Exxon-Mobil, Wal-Mart, JP Morgan, and Hewlett-Packard. He has also participated in workshops for the Academy of Management, Linkage, The Conference Board, Society of Human Resource Management, Singapore Civil Service, Strategy Planning Forum, Beijing Institute of Foreign Trade, Hong Kong Institute of Management, National HRD Network (India), Human Resource Planning Society, and others.

RICHARD (DICK) BEATTY | CO-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.
WILLIAM F. 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. This work is widely cited in both the academic and professional literature, 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.

CHARLIE THARP
CEO, Center on Executive Compensation

Charlie Tharp is the Chief Executive Officer of the Center on Executive Compensation. In that role, Tharp is responsible for setting overall policy positions and research initiatives and representing the Center in public forums.

Tharp is a visiting lecturer in the School of Industrial and Labor Relations at Cornell University and has over 25 years of corporate experience, including key human resource positions with General Electric, PepsiCo, Pillsbury, CIGNA, and Bristol-Myers Squibb, where he served as Senior Vice President of Human Resources. Tharp also served as the interim Executive Vice President of Human Resources for Saks, Incorporated. Earlier in his career he served as an executive compensation consultant for the global consulting firm of Towers Perrin.

Tharp holds a PhD in Labor and Industrial Relations from Michigan State University, a JD from the Quinnipiac School of Law, a Masters in Economics from Wayne State University, and a BA from Hope College, where he was Phi Beta Kappa and a Baker Scholar. In 2010 he was elected a Distinguished Fellow of the Academy, the highest honor in the HR profession.

DAVE ULRICH

In addition to our core program faculty, you will engage with and learn from leading HR executives from around the globe. Past programs have included:

LAURIE SIEGEL

Siegel is a Director of CenturyLink, where she instituted design and governance changes to support growth strategy. Prior to CenturyLink, Laurie was the CHRO at Tyco International, rebuilding the leadership team, restoring employee confidence, and building deep expertise in global human resource practices. Siegel’s prior experience includes human resource leadership roles at Honeywell, Avon Products, and management consulting.

KATE DCAMP

Named to HR Executive magazine’s “25 Most Powerful Women in HR,” DCamp advises organizations on human capital strategy, leadership development and succession, governance, and executive compensation and contract matters. Kate previously served as SVP of HR for Cisco Systems, Inc., building a development culture to create a sustainable leadership pipeline.

Kate has held HR leadership roles at GE Capital, The Associated Group (now Anthem), Acordia Companies, and AEtna.

SUSAN R. MEISINGER

Meisinger is a consultant, speaker and an expert on workplace and business issues in the national media. Susan was previously the President and CEO of the Society for Human Resource Management (SHRM) and served as Deputy Under Secretary for the Employment Standards Administration, U.S. Department of Labor, responsible for 4,000 + employees, budget over $3 billion, and administration of more than 90 Federal laws and regulations.
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

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 or (734) 763-1000 to arrange a conversation with one of our managing directors.
“The program exceeded my expectations and changed the way I think about HR as a whole. If you want the best program in HR, this is the one.”
– Zaki A. Al-Mush Arraf, Saudi Aramco

“I cannot express how much I enjoyed this course. Unlike other classes that I have taken, I returned to work invigorated and ready to implement some great ideas I gathered from the teachings and the other participants.”
– Angela R. Holloway, Aesculap, Inc.

“What differentiates this program from others is that you learn to apply the concepts to a real organization, not just review case studies.”
– Susanne Schelde-Mollerup Funder, PwC

“The experience in AHREP was a really good one. The group was very diverse in terms of nationalities and backgrounds, which provided an excellent base to discuss and learn from each other. The program included live discussion of topics and experiences making it down to earth and applicable.”
– Andrea Redondo, BHP Billiton

“The program was the best I have ever been to and it provided me with thought-provoking insights and tools that I will definitely be using in the leadership of my team back in South Africa as well as in guiding the executive team that I work with. I have shared some of the tools with my team and we are now going to do some practice runs together before we use it with the business. Everyone on the team also finds it extremely useful. Thank you for a phenomenal program and for sharing your wisdom, experience, and thought leadership with us. It has definitely made me think differently about the value we can add as HR professionals.”
– Myen Moodley, Standard Bank

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**PROGRAM DATES**
Feb. 29 - Mar. 11, 2016
Jul. 11 - 22, 2016
Oct. 24 - Nov. 4, 2016

**LOCATION**
Ann Arbor, Michigan

**FEE**
$24,500 US

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

**REGISTER**
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rossexeced@umich.edu
734-763-1000

Learn more or explore other programs online at execed.bus.umich.edu

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**From Past Participants**

**Ann Arbor Welcomes You**

#1 “Most Educated Cities”
- Forbes, 2014

#2 “Best College Towns”
- Livability, 2013

#1 “Best Main Streets”
- Huffington Post, 2014

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WORLD-CLASS FACULTY  |  DESIGNED FOR IMPACT  |  GLOBAL PERSPECTIVE

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“We are already seeing noticeable changes in the ways people are approaching their work.” — Yolanda Conyers, Lenovo

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