

EXECUTIVE EDUCATION

ADVANCED HUMAN RESOURCE EXECUTIVE PROGRAM

The World's Preeminent HR Executive Program

**#1 EXECUTIVE EDUCATION PROVIDER
IN NORTH AMERICA**

Financial Times, 2022

"HR is not about HR; it is about helping a business win. Join us in defining how HR can deliver value to all stakeholders and adopt innovative, research-based practices you can use to become an invaluable asset to your organization."

—Dave Ulrich - Michigan Ross Professor of Business

**REGISTER
TODAY!**

michiganross.umich.edu/advancedhr
734-763-1000

ANN ARBOR

17 - 28 Oct 2022

13 - 24 Mar 2023

ADVANCED HUMAN RESOURCE EXECUTIVE PROGRAM

Elevate the Strategic Value of HR Within Your Organization

Join HR guru, Professor Dave Ulrich, along with a select list of leading HR leaders and business luminaries such as Ram Charan, and Johnny C. Taylor. Gain a deep understanding of how to turn your corporate strategy into HR priorities and create sustainable value for your employees, customers, and shareholders. Get immersed with findings from the largest and most influential study of HR's value with a partnership of 19 global HR associations and responses from over 28,500 participants. This HRCS (HR competence and capability study) defines our field and has done so for 30 years. The HR Competency Study conducted by The University of Michigan and RBL is the gold standard for understanding the necessary HR skills and practices that impact performance. Providing a 360 view, this study helps HR leaders focus on the essential skills and identifies what HR professionals need to know, be and do. HR Competency assessment tools provide critical feedback and an aggregate perspective on the proficiency level of your organization.

Gain new insight and guidance with Ross program faculty Wayne Brockbank and Dick Beatty who draw upon decades of research and experience advising Fortune 100 companies on how to devise and deploy winning strategies. Program activities encourage your participation to join in lively, open discussions with peers and faculty that will help you build a global network of HR professionals who represent the world's most successful organizations.

UNIVERSITY OF MICHIGAN HR COMPETENCY STUDY RESULTS



INDIVIDUAL BENEFITS

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

ORGANIZATIONAL BENEFITS

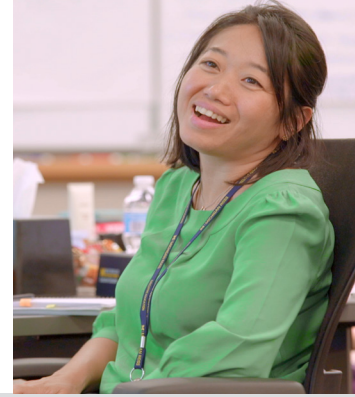
- Frameworks from the latest HR Competency Study findings
- Effective models for designing and implementing a talent management agenda and building a competitive business culture
- Strategies to enter global markets and manage in multinational cultures
- Metrics to better measure HR's effectiveness in advancing business objectives

WHO SHOULD ATTEND:

- Senior HR and talent executives
- Heads of corporate learning who are responsible for enterprise-wide culture and talent development
- General 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 or other business functions
- Chief Human Resources, Talent or Learning Officer
- Senior, Group, Global, or Executive Director of HR
- Head of Corporate University



PROGRAM STRUCTURE

At Michigan Ross, you'll be challenged and energized by dynamic, interactive learning experiences alongside Ross' top-ranked faculty and other senior HR executives. 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 1

- Defining strategy as "Grade, Processes, Sequences"
- Strategy and competitive advantage
- Developing goals, processes, and sequence to make strategy successful
- Exploring organizational structure alternatives via case studies

DAY 2

- 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
- Moving to the top HR job: a CHRO offers insights on what it's like to take the top HR job
- Path to the CHRO Role: a CHRO offers insight on the top HR job and translating the CEOs strategy to action
- Team project introduction

DAY 3

- 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 4

- 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 5

- HR metrics
- Measuring HR effectiveness and HR analytics
- What are metrics? How to use metrics as interventional data
- Matching person to position: designing strategic workforce plans
- Knowing what to measure, how to measure it, and how to use data
- Final prep for Saturday presentations

*The Human Resources Competencies Study (HRCs) Leadership 360 Feedback Assessment is an empirically validated survey and is offered to all program participants; it is an integral part of both personal and professional development. The assessment is meant to provide participants with a perspective on areas of strength and opportunities for improvement and development. The 360 survey results data is confidential and is used for the participant's development only. For more details, please contact the Program Manager at 734.763.1000.

DAY 6

- 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 7

- Recharge day

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

DAY 1

- Executive compensation: what the senior HR leader needs to know about executive compensation in a global context
- Global Agility and the Cultural Agility Self-Assessment Tool: for those who need to succeed in multicultural, cross-cultural, or international settings

DAY 2

- Performance management and rewards
- Performance planning for your HR function
- Performance planning for your direct reports

DAY 3

- Creating talent: a formula for success
- Where do you find and build talent?
- HR talent competencies
- Upgrading HR talent through strategic work
- A review of the University of Michigan HR Competency Study
- Human Resources Competency Study 360 feedback assessment*

DAY 4

- 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 5

- 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

OUR WORLD-CLASS FACULTY

At Michigan Ross, you'll engage with some of the world's most renowned experts in the field of HR. Our HR faculty have collectively authored hundreds of articles and dozens of books. They travel the world, sharing their expertise with Fortune 100 companies in virtually every sector. They're prolific thinkers and creators of revolutionary studies and frameworks. Most importantly, they are determined and dedicated to leveraging their extensive knowledge to help you succeed.

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734-763-1000



DAVE ULRICH | FACULTY DIRECTOR

Rensis Likert Professor of Business

Established by the HR division of the Academy of Management, 2020 begins with a new award named, the Dave Ulrich Impact Award and honors the extraordinary career of David Ulrich and his contribution to HR practices across the globe.

A global thought leader, *HR Magazine* recognized Professor Ulrich with a lifetime achievement award and named him the "Most Influential HR Thinker of the Past Decade" by *HR Magazine* in 2015. Ulrich studies how organizations build capabilities of leadership, talent, and culture through leveraging human resources. He has helped generate award-winning studies that assess alignment between external business conditions, strategies, organization capabilities, HR practices, HR competencies, and customer and investor results.

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. Ulrich has published over 200 articles and book chapters and over 25 books.



RICHARD (DICK) BEATTY | FACULTY DIRECTOR

Professor of Business Administration

Professor Beatty was named one of the 20 most influential International Thinkers on the Global Workforce by *HR Magazine*. His research interest is 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*, (Harvard Business School Press, 2010), and *The Workforce Scorecard: Managing Human Capital to Execute Strategy*, (Harvard Business School Press, 2005), named one of the top ten must-reads by *Human Resource Executive*, and "A" Players or 'A' Positions?: *The Strategic Logic of Workforce Management* (Harvard Business Review, 2005).

Professor Beatty has worked with well over half the Fortune 100 firms, including long-term working relationships with General Electric, General Motors, ITT, Lockheed Martin, Nissan, MSCI, Precision Castparts (PCC), and Pfizer.

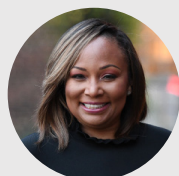
SPECIAL GUEST SPEAKERS

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:



RAM CHARAN

Ram Charan has worked with leading global companies servicing a vast array of industries including automotive, banking, retail, digital enterprises and more. He has written numerous books and articles in top business publications including four Wall Street Journal best sellers. Ram is praised for being practical, relevant and highly actionable. Jack Welch, former Chairman of GE said, "He has the rare ability to distill meaningful from meaningless and transfer it to others in a quiet, effective way."



CAMILLE CHANG GILMORE

As the VP of HR with Boston Scientific, Ms. Gilmore oversees HR Strategies, health equity, community and diversity & inclusion programs for the company's \$11.0 billion global business, in over 130 countries, whereby their products treat approximately 30 million patients annually. As CDEIO, Camille drives diversity and inclusion, community and health equity strategies and programs across the organization that recognizes and values the unique talent, attributes and contributions of all employees. In 2020, she was ranked #2 in DiversityGlobal Magazine's Top 10 Influential Women in Diversity.



ARTHUR YEUNG

As a management thought leader, Arthur's career has spanned across academic, corporate and investment worlds. A University of Michigan graduate. He also taught at U of M and China Europe International Business School (CEIBS) and has received numerous teaching awards. Currently, Arthur is the Executive President of Cathay Capital, a VC/PE global investment firm spanning four continents and eight offices. He presides over the global management and evolution of the firm. Arthur has authored numerous books and has served as board member and senior advisor to CEOs for corporations worldwide.



JOHNNY TAYLOR

SHRM, the Society for Human Resource Management boast over 300,000 members in 165 countries. Mr. Taylor's career spans over 20 years as a lawyer, human resources executive and CEO in both not-for-profit and for-profit space. In 2020, Taylor received the Distinguished Executive of the Year Award from the Academy of Management, and he was named 2021 ALA Professional Society CEO of the year by CEO Update. He is the author of Wall Street Journal's top three list of bestselling hardcover business books, RESET: A Leader's Guide to Work in an age of Upheaval.



MIRIAN GRADDICK-WEIR

Former executive vice president, Human Resources at Merck, where she had responsibility for all aspects of human resources for 68,000 colleagues located in over 90 countries. Mirian joined Merck in 2006 from AT&T, where she was executive vice president of Human Resources and Employee Communications. Prior to that role, she spent 20 years at AT&T holding numerous positions in HR and multiple operational roles. Mirian served as Chair and/or advisor on several community and professional boards. In 2016, she was elected as a Distinguished Fellow of the National Academy of Human Resources (NAHR), the highest honor in the HR Profession.



CHARLES THARP

Charlie Tharp is Senior Advisor, Research and Practice, Center on Executive Compensation. In that role, Professor Tharp is responsible for setting overall policy positions and research initiatives undertaken by the Center and representing the Center in public forums. He is also Professor of the Practice in the Management and Organizations Department, Boston University Questrom School of Business. Dr. Tharp 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.

A WORLD-CLASS EXPERIENCE

We strive to make every aspect of your program a world-class experience, from our architecturally stunning facilities to our state-of-the-art technology. Our program directors work closely with faculty before, during, and after the program to ensure you achieve your objectives. Program managers facilitate a seamless transition between classroom and off-site activities and assist with anything you might need — ensuring your focus is on learning, not logistics. Finally, our fabulous culinary and hospitality staff are dedicated to providing high-quality dining and accommodations.

For specific program questions or concerns contact **Program Manager, Cathy Webb** via email at: rossexecd@umich.edu or she may be reached at **734.763.1000**.



[SPEAKER NOTE: Selected speakers will teach in each session of the program.]

THE MICHIGAN DIFFERENCE WORLDWIDE AND IN ANN ARBOR

THE UNIVERSITY OF MICHIGAN

Founded in 1817, University of Michigan is one of the first public universities in the U.S. U-M is one of only two public institutions in the U.S. consistently ranked in the top ten, and has more than 100 top-ranked graduate programs.

U-M maintains a global presence including initiatives in Southeast Asia, Brazil, Russia, India, and China.

MICHIGAN ROSS

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. Our unique approach focuses on action-based learning and interdisciplinary, team-oriented situations.

As a general management institution, Michigan Ross has earned acclaim for academic excellence: Approximately 230 faculty members research, consult and teach in all areas of business.

EXECUTIVE EDUCATION

Open Enrollment Programs

Michigan Ross Executive Education was recently named a Top 10 global provider — the #1 executive education provider in North America — by the *Financial Times*. The FT ranking, based on survey responses from managers around the globe, weighs factors from faculty to follow-up. Among the highlights, Ross received an overall satisfaction score of 9.6/10, and earned Top 10 rankings for aims achieved, course design, and teaching methods. We invite you to join us for any of our open enrollment programs and experience first-hand the Michigan Ross difference.

Michigan Ross Custom Solutions

Ross delivers custom executive development programs for organizations throughout the world. 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. Contact us to arrange a consultation with one of our managing directors: rossexeced@umich.edu or (734) 763-1000.

REAL IMPACT:

Measurable Return On Investment

One of the nation's top integrated health delivery systems turned to Michigan Ross to help their leaders link core competencies to customer benefits; improve strategic agility and leadership; measure and drive customer service and satisfaction; and build high-performance teams.

An independent study was conducted to assess the organizational and personal impact of engaging with Michigan Ross. Here is what was found:



310% return on program investment

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

View the AHREP Experience

michiganross.umich.edu/AHREPEXperience

Watch our video to find out what HR Executives had to say about their experience in the Advanced Human Resource Executive Program

MELANIE PENNA
SVP, HR Operations Comcast

#1

**PUBLIC UNIVERSITY
IN THE
UNITED STATES**
U.S. News &
World Report, 2021

#1

**MOST EDUCATED
CITY IN AMERICA**
WalletHub, 2020

#2

**BEST WEEKEND
GETAWAY IN THE
MIDWEST**
U.S. News &
World Report, 2021



ANN ARBOR

The University of Michigan 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.

WORLDWIDE

Michigan Ross offers 30+ diverse open enrollment offerings in multiple formats and numerous custom programs annually, serving more than 4,000 executives. Ross delivers open enrollment programs around the globe and custom programs wherever our partners request.

Regardless of where you attend, you'll benefit from the same outstanding, results-oriented Michigan Ross experience.



REGISTER TODAY!

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Explore our programs at:
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\$24,500 US

- Fee is payable in advance in US dollars and is subject to change
- See our website for our Cancellation, Transfer & Substitution Policy
- Ask us about special corporate pricing
- Program offerings are subject to change; visit website for the most up-to-date information

Fee includes:

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

VIEW ONLINE COURSES:

Visit our Online Learning website for more course details.
michiganross.umich.edu/onlinelearning



Executive Education

Stephen M. Ross School of Business

University of Michigan

724 East University Avenue, Suite 3700

Ann Arbor, MI 48109-1234

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ADVANCED HUMAN RESOURCE EXECUTIVE PROGRAM

“An ‘Ah ha’ moment for me was understanding what culture is and that it should be shaped by our customers. That notion helped me to identify an opportunity to accelerate our transformation process.”

–Melanie Penna, SVP Human Resources Operations, Comcast

“The Advanced Human Resource Executive Program challenged my thinking and provided insights that will make me a better leader in HR. It has also caused me to reflect on my impact on others. Simply an amazing program!”

–Christopher Hoosang, Director - Enterprise Workforce Strategy, HR Ops and Diversity & Inclusion

Explore our programs at: michiganross.umich.edu/execed

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13 - 14 Mar 2023

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ONLINE COURSES!

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The Regents of the University of Michigan

Jordan B. Acker, Michael J. Behm, Mark J. Bernstein, Paul W. Brown,
Sarah Hubbard, Denise Ilitch, Ron Weiser, Katherine E. White, Mary Sue Coleman (ex officio)

University of Michigan Nondiscrimination Policy Notice

The University of Michigan, as an equal opportunity/affirmative action employer, complies with all applicable federal and state laws regarding nondiscrimination and affirmative action. The University of Michigan is committed to a policy of equal opportunity for all persons and does not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status in employment, educational programs and activities, and admissions. Inquiries or complaints may be addressed to the Senior Director for Institutional Equity, and Title IX/Section 504/ADA Coordinator, Office for Institutional Equity, 2072 Administrative Services Building, Ann Arbor, Michigan 48109-1432, 734-763-0235, TTY 734-647-1388, institutional.equity@umich.edu. For other University of Michigan information call 734-764-1817.