EXECUTIVE EDUCATION
ADVANCED HUMAN RESOURCE EXECUTIVE PROGRAM
The World’s Preeminent HR Executive Program

“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

TOP 5 GLOBAL PROVIDER
Financial Times, 2019

REGISTER TODAY!
michiganross.umich.edu/advancedhr
734-763-1000

ANN ARBOR
October 28-November 8, 2019
March 16-27, 2020
July 13-24, 2020
Elevate the Strategic Value of HR Within Your Organization

Lead your HR department into the future with the world’s preeminent HR executive program. World-class Michigan Ross faculty anticipate and shape the future of HR by combining findings from the latest Human Resource Competency Study with additional proven frameworks and strategies. This experiential program helps you address present challenges and prepares you to immediately act on opportunities and threats in your business that lie ahead.

The Advanced Human Resource Executive Program is your exclusive opportunity to engage face-to-face with Professor Dave Ulrich, named the “Most Influential HR Thinker of the Past Decade.” Lively discussions with peers and faculty will help you build a global network of HR professionals who represent the world’s most successful organizations. Together, you will learn how to use critical HR competencies to advance a business strategy and deliver more value to investors, customers, and employees.
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

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

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
- Engagement group activities
- 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

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

*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.
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.

Dave Ulrich | Faculty Co-Director
Rensis Likert Professor of Business
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.

Wayne Brockbank | Faculty Co-Director
Professor of Business Administration
Wayne Brockbank is acknowledged as one of the top 20 global HR thinkers by HR Magazine. Wayne’s teaching focuses on strategic human resource management, strategy and implementation, and international business. Brockbank has published articles in the Harvard Business Review and Human Resource Management Journal, as well as several prominent books on HR and business.

Professor Brockbank has consulted with major corporations on nearly every continent. Among his clients have been General Electric, Unilever, Harley-Davidson, Citigroup, Shell, Mahindra and Mahindra, Wyeth, Microsoft, IBM, Tata Group, ICICI Bank, Cisco, Walt Disney Corporation, General Motors, Boston Scientific, Saudi Aramco, Exxon-Mobil, Walmart, JP Morgan, and Hewlett-Packard.

Richard (Dick) Beatty | Faculty Co-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.

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

Elease Wright brings more than 25 years of human resources experience, she has held HR leadership positions in financial services, business reengineering, education, employee relations and leadership development. Ms. Wright built a successful career at Aetna Inc., a leading diversified health care benefits company, where she served as its Chief Human Resources Officer until her retirement in 2012. With Aetna, Ms. Wright was instrumental in attracting and retaining key talent during Aetna’s difficult multi-year transition from broad-based insurer to health care leader. Her focus on both business success and attention to values and employee engagement yielded a highly effective senior team that took Aetna from a period of financial decline to one of significant, continuing success.

More recently, Ms. Wright served as a consultant for RW2 Enterprises, a consulting firm that advises executives on leadership and high performance cultures. She has served on the boards of Cornell University’s Center for Advanced Human Resource Studies (CAHRS), the Human Resource Policy Association (HRPA) and the Greater Hartford Region YWCA where she served as Board President. She is also the Vice Chair of the National Academy of Human Resources board.

---

**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:

**CHARLIE THARP**

Charlie Tharp is Senior Advisor, Research and Practice for the Center on Executive Compensation. In that role, Dr. 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 Executive Vice President of the HR Policy Association and a Visiting Lecturer in the School of Industrial and Labor Relations at Cornell University. Charlie 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.

**ELEASE E. WRIGHT**

Elease Wright brings more than 25 years of human resources experience, she has held HR leadership positions in financial services, business reengineering, education, employee relations and leadership development. Ms. Wright built a successful career at Aetna Inc., a leading diversified health care benefits company, where she served as its Chief Human Resources Officer until her retirement in 2012. With Aetna, Ms. Wright was instrumental in attracting and retaining key talent during Aetna’s difficult multi-year transition from broad-based insurer to health care leader. Her focus on both business success and attention to values and employee engagement yielded a highly effective senior team that took Aetna from a period of financial decline to one of significant, continuing success.

More recently, Ms. Wright served as a consultant for RW2 Enterprises, a consulting firm that advises executives on leadership and high performance cultures. She has served on the boards of Cornell University’s Center for Advanced Human Resource Studies (CAHRS), the Human Resource Policy Association (HRPA) and the Greater Hartford Region YWCA where she served as Board President. She is also the Vice Chair of the National Academy of Human Resources board.

---

**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: rossexeced@umich.edu or she may be reached at 734.763.1000.
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 5 global provider by the Financial Times. The FT survey examined the open enrollment programs offered at 75 schools, weighing factors from faculty to follow-up. Among the highlights, Ross excelled with unique course design, renowned faculty, and participants reporting new skills and learning to impact personal and organization performance. We invite you to join us for any of our open enrollment or custom program offerings and to experience first-hand the Michigan Ross difference.

Michigan Ross Custom Programs
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
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 and numerous custom programs annually, serving more than 4,000 executives around the world. Ross delivers open enrollment programs in Hong Kong and Mumbai, and custom programs wherever our partners request.

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

ADVANCED HUMAN RESOURCE EXECUTIVE PROGRAM

ANN ARBOR

October 28-November 8, 2019
March 16-27, 2020 | July 13-24, 2020
$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

REGISTER TODAY!
michiganross.umich.edu/advancedhr
rossexeced@umich.edu
734-763-1000
Explore our programs at: michiganross.umich.edu/execed
EXECUTIVE EDUCATION

ADVANCED HUMAN RESOURCE EXECUTIVE PROGRAM

Learn to maximize HR’s contribution to the management team. You’ll emerge with the latest research and thinking on talent management, managing culture across global organizations, facilitating change, HR competencies, performance management and more!

“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 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

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

ANN ARBOR
October 28-November 8, 2019
March 16-27, 2020
July 13-24, 2020

REGISTER TODAY!
michiganross.umich.edu/advancedhr
734-763-1000

Executive Education
University of Michigan
Stephen M. Ross School of Business
724 East University Avenue
Ann Arbor, MI 48109