

EXECUTIVE EDUCATION

ADVANCED HUMAN RESOURCE EXECUTIVE PROGRAM

The World's Preeminent HR Executive Program

#3 GLOBAL PROVIDER

Financial Times Open Enrollment, 2020

"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!**

ANN ARBOR

11 Oct - 22 Oct 2021

14 Mar - 25 Mar 2022

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

NEW ONLINE COURSES!

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

ADVANCED HUMAN RESOURCE EXECUTIVE PROGRAM

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.

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

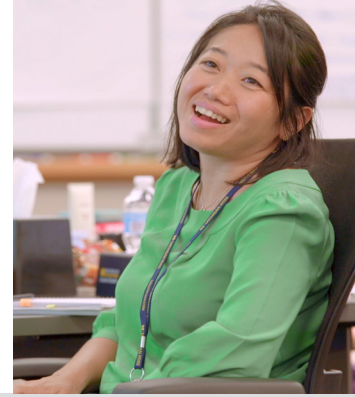
- Frameworks from the latest HR Competency Study findings
- Effective models for designing and implementing a talent management agenda and building a competitive business culture
- Strategies to enter global markets and manage in multinational cultures
- Metrics to better measure HR's effectiveness in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



DAVE ULRICH | FACULTY CO-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.



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.

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:



TIM BARTL

Tim Bartl is Chief Executive Officer of the Center on Executive Compensation, a Washington, D.C.-based research and advocacy organization dedicated to providing a reasoned perspective on executive compensation. In that role, he is responsible for overseeing the Center's policy and practice development and overall operations. The Center represents the Chief Human Resource Officers of more than 395 leading companies. Mr. Bartl also serves as President of HR Policy Association.

Mr. Bartl has significant experience in executive compensation policy, and has been active in advocating for clearer disclosure of pay and performance, approaches for addressing incentives and risk, a board-centric approach to clawbacks, and opposition to legislative and regulatory mandates such as the Dodd-Frank pay ratio. He is a frequent speaker and writer on executive compensation policy.

Mr. Bartl previously served as the Assistant General Counsel and Vice President of Corporate Affairs at HR Policy Association. He is the author of several articles on executive compensation policy and is the author of *Executive Compensation in Competitive Markets: The Transformation of Executive Pay and What It Means for Shareholders, Policymakers and the General Public*.



SUSAN M. SUVER

Susan M. Suver is an experienced chief human resources and communications executive specializing in business transformation, talent strategy, CEO and executive succession, shareholder-supported executive compensation,

high-performance culture, organizational change and corporate communications. She has worked closely with CEOs, Boards and Compensation Committees, and has more than 30 years of experience in a variety of global industries including the newly emerging mobility sector, automotive, manufacturing, electronics, mining and hospitality.

She is the retired Senior Vice President & Chief Human Resources Officer at Aptiv PLC (formerly Delphi). Additionally, she served in Senior Vice President and Vice Presidential HR roles in a variety of manufacturing industries. Sue is also an award-winning communications/public relations executive.

She served on the Board of Directors of the HR Policy Association from 2012-2018. Her work on CEO succession was published in *"View from the Top: Leveraging Human and Organization Capital to Create Value."* She speaks on the topics of business transformation, organizational change, CEO and executive succession, human capital strategy, executive compensation, corporate and crisis communications.



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 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 3 global provider — and the #1 provider among U.S. schools — of open enrollment executive programs 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 earned #1 rankings in course design, faculty, and facilities. Ross also excelled in *new skills and learning* that impact personal and organizational 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

#1
MOST
EDUCATED
CITY
WalletHub, 2019

TOP 10
FOR
SOLO
TRAVELERS
TripAdvisor, 2017

#1
BEST
COLLEGE
TOWNS
Forbes, 2018



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.



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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

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rossexec@umich.edu
734-763-1000

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Executive Education

Stephen M. Ross School of Business

University of Michigan

724 East University Avenue, Suite 3700

Ann Arbor, MI 48109-1234

EXECUTIVE EDUCATION

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 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

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NEW 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, Mark S. Schlissel (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.