

EXECUTIVE EDUCATION

ADVANCED HUMAN RESOURCE EXECUTIVE PROGRAM

The World's Preeminent HR Executive Program

TOP 10 GLOBAL PROVIDER

Financial Times, 2017

“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

March 12-23, 2018

July 9-20, 2018

ADVANCED HUMAN RESOURCE EXECUTIVE PROGRAM

Elevate the Strategic Value of HR Within Your Organization

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,” by HR Magazine leading faculty members, and seasoned HR practitioners for the world’s preeminent HR executive development program. You’ll discover the untapped potential of your organization by learning to implement effective HR strategies that will help generate positive business results.

In this program, faculty will incorporate findings from the 2016 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.



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
- 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

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

DAY 1

- HR strategy and 4+2 Formula for sustainable business success
- 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 2

- 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 3

- Creating talent: a formula for success
- Where do you find and build talent?
- Michigan Stadium tour and learning exercise
- HR talent competencies
- Upgrading HR talent through strategic work
- A review of the University of Michigan HR Competency Study

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

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, Wal-Mart, JP Morgan, and Hewlett-Packard.

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 the Executive Vice President, HR Policy Association & Senior Advisor, Research and Practice, 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 has also held key human resource positions with General Electric, PepsiCo, Pillsbury, CIGNA, and Bristol-Myers Squibb where he served as Senior Vice President of Human Resources.



KATY BARCLAY

Katy Barclay is the former Senior Vice President of Human Resources, for the Kroger Co. Before joining Kroger, Katy was Vice President of Global Human Resources for General Motors where she led

the Global Human Resources organization, building the company's strategic HR capability worldwide, redesigning domestic health care and pension programs, organizational restructuring in mature markets, and building a strong footprint in emerging and growth markets.

A WORLD-CLASS EXPERIENCE

We strive to make every aspect of the program a world-class experience. 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**.



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.



WILLIAM (BILL) F. JOYCE

Professor of Strategy and Organization Theory - Dartmouth College

Professor Joyce's areas of expertise include organizational design and change, organizational culture and performance, and strategy implementation. He is the author of four books and numerous articles dealing with strategy implementation, organizational design, and cultural change, including *What Really Works: The 4+2 Formula for Sustained Business Success*. His work is widely cited in both academic and professional journals, and he is recognized as an international authority on organizational design. 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.

He 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.

[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 who 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 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

A portrait of a woman with blonde hair, identified as Melanie Penna, SVP, HR Operations Comcast. She is looking slightly to the right of the camera.

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
CITIES
Forbes, 2014

#1
BEST MAIN
STREETS
*Huffington Post,
2014*

#2
BEST
COLLEGE
TOWNS
Livability, 2013



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.



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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

Fee includes:

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



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

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