

EXECUTIVE EDUCATION

# STRATEGIC HUMAN RESOURCE PLANNING

Demonstrate the Strategic Value of HR  
Within Your Organization

**HONG KONG**

November 15 - 19, 2021

**REGISTER  
TODAY!**

[um-asia.exec.ed@umich.edu](mailto:um-asia.exec.ed@umich.edu)  
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**TOP 10 GLOBAL PROVIDER**

*Financial Times, 2020*

# STRATEGIC HUMAN RESOURCE PLANNING

## *Demonstrate the Strategic Value of HR Within Your Organization*

This challenging program will push you to shift your focus from day-to-day operations to long-term strategic HR. You'll learn tools, frameworks, and best practices from the recently released Human Resource Competency Study, the largest and longest-running global study of HR, and build a business-focused strategy to establish your HR unit as a true business partner. You'll emerge with an action plan to develop the nine HR competencies that drive internal and external value.

Action-learning experiences, interactive lectures, case discussions, and in-class activities will guide you in determining what culture, capabilities, and talent you'll need to make your business strategy a reality. You'll learn to identify who creates value and discover ways to drive a major impact on the firm's performance. You'll emerge with a clear roadmap to create customer and economic value through HR.

### UNIVERSITY OF MICHIGAN HR COMPETENCY STUDY RESULTS



### INDIVIDUAL BENEFITS

- Actionable understanding of linking business strategy to workforce strategy and HR strategy
- Build frameworks to create strategic workforce planning, identify strategic positions, develop talent targets to impact the success of the business
- Expanded knowledge of research-based best practices in HR
- Increased confidence in your ability to implement strategic HR initiatives that drive organizational growth

### ORGANIZATIONAL BENEFITS

- A customized strategic plan to shape workforce planning and HR operations
- Metrics to assess and demonstrate the value of your HR operation
- Tools to ensure every employee creates customer and economic value for your firm
- Methods to align HR practices with your organization's strategic priorities

## WHO SHOULD ATTEND:

- HR Directors, VPs, Managers, and Generalists responsible for the design and implementation of effective HR strategies
- Line Managers who recognize that placing the right talent in strategic roles is the only way their organization will succeed now and in the future

### Typical titles include:

- Manager/Director of Talent, Benefits, Payroll, or Compensation
- Senior, Group, Global, or Executive Director of HR
- VP of Human Resources
- Business Unit Manager or Director



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## PROGRAM STRUCTURE

This popular program attracts participants from a wide variety of industries, organizations, and countries, fostering a dynamic learning environment. The following program topics will be presented through a combination of action-learning activities, group discussions, team exercises, lectures, case studies, and projects.

### DAY 1

- Assessing the business strategy and organization structure
- Understanding the goals, processes and sequences that make a structure work via case studies and discussion
- Structural alternatives aligned to strategy

### DAY 2

- Diagnosing the strategic implications of building great, sustainable organizations using tools from the book, *What Really Works*
- Review of basic partnership issues:
  - What do we need to do to grow/improve this business/unit?
  - What is our life cycle stage?
  - What is our strategy? What does it need to be?
  - What is our culture? Is it aligned with our strategy?
- Exploration of HR partners vs. HR players
- The three strategies required for partnership success:
  - Business strategy
  - Workforce strategy
  - HR strategy
- Understanding the three strategies and engaging in a “deep-dive” on the strategic capabilities of each participant’s firm

### DAY 3

- Building a workforce strategy
  - Strategic capabilities required: diagnostic tools
  - Present and desired state
  - Gaps and their causes
  - Strategic positions and talent
  - Where, how, and who creates customer and economic value
  - Performance vs. potential
- Building talent inventories
  - Case example: building a talent inventory for your line of business/company
  - HR metrics
  - Culture: expectations and inspection
  - Talent: bench strength vs. benchmarks

### DAY 4

- HR strategy and actions
  - What will HR need to do differently with talent to have a profound impact on the creation of customer and economic value?
  - Building a new HR architecture
  - HR practice changes
    - \* Selection
    - \* Development
    - \* Performance management
    - \* Rewards
    - \* Communication
    - \* Work design
- Aligning and integrating HR
  - HR as a system: a whole and not a heap
  - The financial impact on the organization of aligned and integrated HR systems
- Strategic HR planning
  - HR Strategy: HR’s ‘mission critical’ capabilities and talent
  - Workforce metrics: what workforce data should be captured to impact the success of the firm’s business strategy

### DAY 5

- HR leadership: delivering the HR agenda
  - HR as a change agent
  - Leading the HR function
  - Influencing line leaders to align day to day practices to business strategy
  - Talent effectiveness
  - Sustaining change
  - HR with an attitude
- Building an action plan to deliver short-and long-term value through HR

## 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.



### **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.



### **MAGGIE ZHOU**

#### **Associate Professor of Strategy**

Maggie teaches Competing in The Global Business Environment and World Economy at MBA level and a PhD seminar on Research Methods. She received the Neary Teaching Excellence Award for the PhD Program in 2019. Prior to joining the University of Michigan, she taught Microeconomics and International Economics at the University of Maryland as an assistant professor.

Maggie has a B. Eng. from Shanghai Jiaotong University, an MBA from the University of Maryland, and a PhD from the University of Michigan where she also earned the Gerald and Lillian Dykstra Fellowship for teaching excellence as a doctoral student. Prior to her academic career, Maggie worked for Arthur Andersen as a financial auditor, and the International Finance Corporation of the World Bank Group as an Investment Officer on privatization transactions in Africa, Asia, and Eastern Europe.

Maggie's research focuses on the theory of the firm, competitive strategy, organization structure and institutions. Her recent studies investigate the role of complexity in setting limits to firm growth, competitive strategies, and organizational design. Her work has been published in the *Strategic Management Journal*, *Organization Science*, *Journal of Corporate Finance*, and *Advances in Strategic Management*. She is an Associate Editor of *Strategic Management Journal* and serves on the editorial board of *Organization Science*.

# THE MICHIGAN DIFFERENCE

## 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

Michigan Ross offers 30+ diverse open enrollment offerings and numerous custom programs annually, serving more than 4,000 executives around the world.

## 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 programs in Michigan (U.S.), Hong Kong or Mumbai and to experience first-hand the Michigan Ross difference.

## Michigan Ross Custom Programs

Ross delivers custom executive development programs for organizations throughout the world, wherever our partners request. 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: [um-asia.exec.ed@umich.edu](mailto:um-asia.exec.ed@umich.edu).



### REAL IMPACT:

## Measurable Return On Investment

One of the United States' 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

EXECUTIVE EDUCATION

# STRATEGIC HUMAN RESOURCE PLANNING

“*A strategic approach to HR. Leadership skills. How to execute.  
This program gave me the courage and skills to do it all!*”

—Gordon Clark, Paccar

“*This program is built on a firm strategic business foundation  
allowing me to sharpen and strengthen my HR capabilities  
and act as a real player in my organization.*”

—Wouter van Hunnik, Phillips Healthcare

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## HONG KONG

November 15-19, 2021

\$8,500 US

- Fee is payable in advance in US dollars and is subject to change
- See our website for our Cancellation, Transfer & Substitution Policy

### Fee includes:

- Tuition, books, instructional materials, lunch and coffee breaks