

EXECUTIVE EDUCATION

STRATEGIC HUMAN RESOURCE PLANNING

Demonstrate the Strategic Value of HR
Within Your Organization



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ANN ARBOR

27 Sep - 1 Oct 2021

18 Apr - 22 Apr 2022

NEW ONLINE COURSES!

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michiganross.umich.edu/onlinelearning

#3 GLOBAL PROVIDER

Financial Times Open Enrollment, 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 daily 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
- Program concludes at noon

OUR WORLD-CLASS FACULTY

At Michigan Ross, you'll engage with some of the world's most renowned experts. Our 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.

“ 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

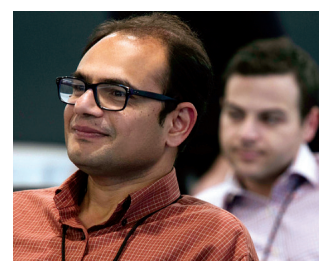
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A WORLD-CLASS EXPERIENCE

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**.



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**FACULTY INSIGHT:
PROFESSOR DICK BEATTY**

Why Exceptional Talent Isn't Enough

Adapted from "A Players or A Positions?"
originally published by *Harvard Business Review*.

Finding and retaining "A players" — or high-performing, high-potential employees — is key to success. But a single-minded focus on securing outstanding talent misses the point, says Professor Dick Beatty. Here, he explains why identifying "A positions" is also critical.

POSITIONS FIRST, PEOPLE SECOND

An exclusive focus on "A players" puts the horse before the cart. High performers only add value if they're harnessed to the right cart — that is, engaged in work that's essential to company strategy. Few organizations identify their strategic "A positions" before focusing on which "A players" should fill them.

INGREDIENTS FOR "A POSITIONS"

Most HR professionals know the ingredients for an "A player." But what constitutes an "A position"? Look for strategic relevance. "A positions" should directly support the company's key strategies. Organizational hierarchy is irrelevant. In fact, these positions may be relatively simple jobs that need to be performed creatively to further unique objectives that impact the creation of customer and economic value.

PERFORMANCE VARIABILITY:

If employees in a particular role (e.g., regional sales) have varying degrees of performance, invest in their development. Better performance averages in key roles pay significant dividends in corporate value creation and the sustainability of the company.

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

#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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\$9,800 US

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

Fee includes:

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

Program offerings are subject to change;
visit website for the most up-to-date information

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Executive Education

Stephen M. Ross School of Business
University of Michigan
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Ann Arbor, MI 48109-1234

EXECUTIVE EDUCATION **STRATEGIC HUMAN RESOURCE PLANNING**

“ *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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