



Executive Education

STRATEGIC HUMAN RESOURCE PLANNING

ELEVATE THE STRATEGIC VALUE OF HR WITHIN YOUR ORGANIZATION

Ann Arbor

APRIL 11-15, 2016

SEPTEMBER 19-23, 2016

Hong Kong

JUNE 6-10, 2016

India

NOVEMBER 18-20, 2016

**2015
Top 10
Global
Provider**

—FINANCIAL TIMES

Register

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STRATEGIC HUMAN RESOURCE PLANNING

ELEVATE 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 work. You'll learn to identify who creates value and discover ways your workforce can have a major impact on the firm's performance. You'll emerge with a clear roadmap to create customer and business value through HR.

2016 HR COMPETENCIES



Individual Benefits:

- Frameworks to assess strategic workforce planning, develop talent targets, and deliver business value through human capital
- Actionable understanding of the ways HR creates customer and business value
- 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:

- Metrics to assess and demonstrate the value of your HR operation
- Tools to ensure every employee creates customer and economic value for your firm
- A customized strategic plan to shape workforce planning and HR operations
- 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, and line managers who recognize that placing the right talent in strategic roles is the only way their organization will succeed.

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



The Experience

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.

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- DAY ONE**
- Assessing the business strategy and organization structure
 - Understanding the goals process and sequences that make a structure work via case studies and discussion
 - Structural alternatives aligned to strategy

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- DAY TWO**
- 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:
 1. Business strategy
 2. Workforce strategy
 3. HR strategy
 - Understanding the three strategies and engaging in a “deep-dive” on the strategic capabilities of each participant’s firm

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- DAY THREE**
- 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: expect and inspect
 - Talent: bench strength vs. benchmark
 - Leaders’ workforce accountabilities

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- DAY FOUR**
- 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 workforce planning
 - HR strategy: create a customer-focused culture, improve retention, and develop your best talent
 - Workforce metrics: learn what information should be captured to track progress and demonstrate the value of HR to the organization

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- DAY FIVE**
- HR leadership: delivering the HR agenda
 - HR as a change agent
 - Leading the HR function
 - Influencing line leaders
 - 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

RICHARD (DICK) BEATTY | FACULTY CO-DIRECTOR

Professor Beatty is a core faculty member at Michigan Ross' Executive Education program and has presented executive education programs at Cornell, Wharton, Dartmouth, Pittsburgh, Utah State, and the Indian School of Business (Hyderabad). He is also a professor of human resource strategy at Rutgers University.

Professor Beatty's research interests focus 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*, "A" Players or "A" Positions?: *The Strategic Logic of Workforce Management*, and *The Workforce Scorecard: Managing Human Capital to Execute Strategy*, which was named one of the top ten must-reads by *Human Resource Executive*. Beatty has twice won the Human Resource Planning Society's research award for the best applied article on human resource management and won the book award by the Society for Human Resource Management. In 2013 Beatty was named one of the 20 most influential International Thinkers on the Global Workforce by HR Magazine (UK).

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, NovoNordisk, Precision Castparts (PCC), and Pfizer among many others in implementing differentiated workforce concepts. He has worked with the Jack Welch Institute and serves on several boards. He was one of the original thirteen business coaches for GE's renowned "Work-Out" program, serving as the lead coach for GE Aircraft Engines as well as GE's Power, Delivery, and Control Groups reporting to Jack Welch. He was also the lead consultant/coach for General Motors' "GoFast" program and reported to the executive in charge of Global Quality, which moved GM from 13th to third in 18 months in the J.D. Powers Rankings.

He received his BA from Hanover College, his MBA from Emory University, and his PhD from Washington University.



DICK BEATTY

WILLIAM JOYCE



WILLIAM JOYCE | FACULTY CO-DIRECTOR

Professor Joyce is Professor of Strategy and Organization Science at the Amos Tuck School of Business of Dartmouth College and regularly leads Executive Education programs at Michigan Ross.

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. Joyce was formerly on the faculty of the Wharton School of the University of Pennsylvania, where he was Director of Doctoral Programs in Management. 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. He served as a consultant to General Electric on the "Work-Out" program, one of the largest applied change projects in the history of enterprise. In this role, Joyce designed and implemented the "Work-Out" process within GE Aerospace, and was responsible for interventions that radically transformed major aspects of the strategies, structures, and systems within this large global organization. Recently, he developed and led the engineering and manufacturing components of the General Motors GoFast cultural transformation project. GoFast has superseded Work-Out as the largest organizational change and transformation project ever undertaken.



Real Impact

Michigan Ross is committed to maximizing your return on investment. For example, one of the nation's top integrated health delivery systems turned to Michigan Ross to help their mid- to senior-level leaders with the following business challenges:

- Linking core competencies to customer benefits
- Improving strategic agility and leadership
- Assessing, driving, and measuring customer service and satisfaction
- Building high-performance teams

Upon completion of the program, an independent study was conducted to assess the organizational and personal impact of engaging with Michigan Ross. Here is what was found:

- A **310%** return on program investment
- A **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

The University of Michigan

OVER 100 TOP RANKED GRADUATE PROGRAMS

- US NEWS AND WORLD REPORT

Founded in 1817, the University of Michigan is one of the first public universities in the United States and remains a leader in higher education. The university has 101 graduate programs ranked in the top ten and is in the top five for research productivity and intellectual capital. U-M is also one of only two public institutions in the U.S. consistently ranked in the top ten. With over 51,000 students and 5,600 faculty on three campuses from over 100 countries, the school has a global presence that includes initiatives in Southeast Asia, Brazil, Russia, India, and China.

The Stephen M. Ross School of Business

TOP 10 SINCE 1988 - BLOOMBERG/BUSINESS WEEK

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. As a general management institution, Michigan Ross has earned unqualified acclaim for academic excellence and is consistently ranked in the top ten for all degree programs. Ross has approximately 230 faculty members who study, research, consult, and teach in all areas of business. In addition to top-ranked academic departments in the core business principles, the school provides unparalleled learning opportunities in entrepreneurship, sustainability, social impact, operations, and emerging economies. Our unique approach — which focuses on action-based learning and interdisciplinary, team-oriented situations — develops leaders and ideas that make a positive difference in the world.

Executive Education

TOP 10 GLOBAL PROVIDER - 2015 FINANCIAL TIMES

Michigan Ross Executive Education was recently named a Top 10 global provider by the *Financial Times*, and our leadership programs have been consistently rated No. 1 by *Leadership Excellence*. We offer approximately 30 different open enrollment offerings and a variety of custom programs annually, serving over 4,000 business executives around the world. Ross has locations in Hong Kong, Mumbai, Malaysia, Singapore, and Thailand and delivers programs globally wherever our corporate partners request.

Michigan Ross Custom Programs

Ross delivers custom executive development programs for organizations throughout the world. We start by gaining a deep understanding of your business strategy and talent needs, and then work with you to create an experience that develops individual participants, builds networks and relationships, and provides a foundation for culture and organizational transformation. 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. If you are interested in customized solutions for your company, please contact us at rossexeced@umich.edu or (734) 763-1000 to arrange a conversation with one of our managing directors.

Ann Arbor Welcomes You

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.



Program Details

PROGRAM DATES Apr. 11-15, 2016 Sep. 19-23, 2016	FEE \$9,700 US
LOCATION Ann Arbor, Michigan	FEE INCLUDES: <ul style="list-style-type: none">• On-site executive accommodations• Program materials, assessments, and simulations• All breakfasts, lunches, and break snacks/drinks• Select dinners

REGISTER

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rossexeced@umich.edu
734-763-1000

Learn more or explore other programs online at execed.bus.umich.edu

Hong Kong
JUNE 6-10, 2016
FEE: \$8,500 US

India
NOVEMBER 18-20, 2016
FEE: \$3,450 US

Michigan Ross is Committed to Positive Business

POSITIVE BUSINESS CONFERENCE | MAY 12-13, 2016

Increase purpose, passion, and performance through positive business practices that energize and engage teams and employees. This informative and inspiring annual event gathers thought leaders, executives, and academics to immerse in the latest practices, research, and extraordinary results in positive business.

This year's conference will focus on Employees as Positive Business Agents, with an emphasis on sustainable practices that create great places to work, thriving communities and environments, and economic profit. You will interact with speakers and facilitators from Michigan Ross, Google, London Business School, Patagonia, PwC, Cascade Engineering, and Kellogg. Come and join a community of like-minded executives who are seeing results from positive business.

Learn more and register at positivebusinessconference.com

From Past Participants

"The credibility and content is phenomenal. A great experience with tools that prepare you for practical application."

-Stacie Ferschweiler, Stryker Corporation

"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

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

-Godon Clark, Paccar

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WORLD-CLASS FACULTY | DESIGNED FOR IMPACT | GLOBAL PERSPECTIVE

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“This program is inspiring and powerful. The concepts are practical and easy to implement.”

—Gudrun Tschass, Royal Philips Electronics

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