



Executive Education

STRATEGIC HUMAN RESOURCE PLANNING

ELEVATE THE STRATEGIC VALUE OF HR WITHIN YOUR ORGANIZATION

Ann Arbor

SEPTEMBER 18-22, 2017

APRIL 16-20, 2018

Hong Kong

JUNE 5-9, 2017

India

NOVEMBER 15-17, 2017

**Top 5
Global
Provider**

-FINANCIAL TIMES, 2016

Don't miss out; register today!

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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 to drive 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.
- 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:
 - 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

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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

**REGISTER
TODAY!**

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rossexeced@umich.edu | 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 focus is 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 Workforce Scorecard: Managing Human Capital to Execute Strategy*, which was named one of the top ten must-reads by *Human Resource Executive*.

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.



WILLIAM (BILL) F. JOYCE | FACULTY CO-DIRECTOR

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.



Why Exceptional Talent Isn't Enough

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.

Adapted from “A Players or A Positions?,” originally published by Harvard Business Review.



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

#1 PUBLIC UNIVERSITY IN THE US - WALL STREET JOURNAL

- Founded in 1817, University of Michigan is one of the first public universities in the U.S.
- 101 graduate programs ranked in the top ten.
- One of only two public institutions in the U.S. consistently ranked in the top ten.
- Top five for research productivity and intellectual capital.
- Over 51,000 students, 5,600 faculty on three campuses from over 100 countries.
- UM maintains a global presence including 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:

- Consistently ranked in the top ten for all degree programs.
- Approximately 230 faculty members who 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 leadership, entrepreneurship, sustainability, social impact, 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 5 GLOBAL PROVIDER - FINANCIAL TIMES 2016

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 offer 30+ diverse open enrollment offerings and numerous custom programs annually, serving more than 4,000 executives around the world. Ross has locations in Ann Arbor, Hong Kong, Mumbai, Malaysia, Singapore, and Thailand and delivers programs globally wherever our partners request. 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. 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 to arrange a conversation with one of our managing directors: rossexeced@umich.edu or (734) 763-1000.

Experience the Michigan Difference Around the World

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.



Leaders outside the U.S. are encouraged to explore our programs in Hong Kong, Mumbai, and Delhi, which offer access to the same transformational Michigan Ross experiences with less travel. Ross faculty members are excited to come meet you and share their insights, knowledge, and expertise to elevate your skills and advance your career. Enjoy ample opportunities to expand classroom learning with peers and immerse in the unique sights and sounds of these dynamic, thriving cities. Regardless of where you attend, you'll benefit from the same outstanding results-oriented Michigan Ross experience.

Program Details

Location: Ann Arbor | Sept. 18-22, 2017 | April 16-20, 2018

Fee: \$9,800 US

- Fee is payable in advance in US dollars and is subject to change
- Check our website for our Cancellation, Transfer and 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

Location: Hong Kong | June 5-9, 2017; Fee: \$8,500 US

Location: India | Nov. 15-17, 2017; Fee: \$3,450 US

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

Fee includes:

- Tuition, books, instructional materials, and coffee breaks

REGISTER TODAY!

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



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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—FINANCIAL TIMES, 2016

Register

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