EXECUTIVE EDUCATION

ADVANCED HUMAN RESOURCE EXECUTIVE PROGRAM

For Over 30 Years...
The World’s Preeminent HR Executive Program.
Create Value for All Stakeholders Through Human Capability

Never before has human capability (talent + leadership + organization + HR) been more central to business results. More is expected of HR professionals to deliver value to employees, businesses, customers, investors, and communities. To respond to these opportunities for impact, you need to create a world-class HR function. For 35 years, AHREP has defined ideas that will directly impact your success with world-class faculty (led by Dave Ulrich) and remarkable participants.

The insights in this learning experience come from multiple big data projects over 35 years with over 10,000 firms and 120,000 respondents. Based on this research and consulting with over half the Global 500, this program will give you insights into how four human capability pathways (talent, leadership, organization, and HR) and 38 associated initiatives will transform how you can deliver value-added HR. You will learn the next playbook of how business leaders can link these pathways to stakeholders' value and how HR professionals can become true business partners.

In this engaging two-week experience, you will learn the playbook for value-added HR, apply the ideas to audit your HR function and prepare a specific action plan for implementing change. Faculty who are the world’s experts in their field and have worked to apply their ideas in multiple firms will facilitate lively discussions with participants to help you learn from and build a global network of HR professionals who represent the world’s most successful organizations.
KEY BENEFITS

- **Detailed Assessments**: During the program, a detailed human capability assessment is completed for your organization. Even more, you can make targeted improvements in all four human capability domains that create value for your stakeholders.
- **Talent**: Strategic workforce plan, DEI, personalized employee experience, executive compensation, people analytics, performance planning.
- **Organization**: Culture, agility/speed, ESG, collaboration, network organization (ecosystem).
- **Leadership**: Coaching all leaders to set strategic agendas, execute plans, engage the workforce, and demonstrate personal proficiency.
- **HR**: Personal competence assessment (360), building HR functional excellence, HR strategy, HR analytics.

WHO SHOULD ATTEND

- C-level and Senior HR and talent executives.
- Senior, Group, Global, or Executive Director of HR.
- Heads of corporate universities or corporate learning.
- General managers who recognize importance of HR to business success.

HUMAN CAPABILITY STAKEHOLDER VALUE

Michigan’s uniqueness comes with distinctive insights for creating stakeholder value based on the latest research leading to innovative practice. The research includes [1] HR Competency Study with 120,000 respondents over 8 rounds and 35 years of data, [2] Leadership Capital Index with 1000s of leaders, [3] Organizations Guidance System (www.rbl.ai) with over 1000 organizations and [4] scalable human capability with 7000 organizations using the latest AI/machine learning analytics tools. This research defines human capability and stakeholder value (see the below graphic). In AHREP, you will use this research to diagnose your organization’s human capability, determine impact on your stakeholders, and prioritize where you should invest to make improvements.

“HR is not about HR but about helping a business succeed in the marketplace. Without success in the marketplace, there is no workplace. 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

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Contact us today | 734-763-1000 | rosexeced@umich.edu | michiganross.umich.edu/ahrep
## WEEK 1: DRIVING BUSINESS RESULTS THROUGH HR*

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<td>■ Introduction</td>
<td>■ HR’s Value Proposition</td>
<td>■ HR Metrics and Generative AI</td>
<td>■ Diversity, Equity, and Inclusion</td>
<td>■ HR Evolution</td>
<td>■ Assessment: Review and Personal Strategic</td>
<td>■ Recharge: Day Off</td>
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<td>■ Business Strategy (Session 1)</td>
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| EVENING                  |                              |                                        |                                        |                                      |                                               |                                             |
| ■ Participant Introductions | ■ Lunch                      | ■ Lunch                                 | ■ Lunch                                 | ■ Lunch                               | ■ Lunch                                        | ■ Lunch                                      |
| ■ Group Dinner           |                              |                                        |                                        |                                      |                                               |                                             |

## WEEK 2: PREPARING YOUR LEADERSHIP AGENDA

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| **EVENING**             |                              |                                        |                                        |                                      |                                               |                                             |
| ■ Group Dinner          |                              |                                        |                                        |                                      |                                               |                                             |

*This sample schedule is intended to represent the program structure and content. Timing and session topics are illustrative and subject to change.
Expert Michigan Ross faculty convert research-based insights into actionable outcomes. Learn from the same faculty who teach in our highly-ranked degree programs.

**[Faculty Note: Selected faculty and speakers will teach in each program session.]**

**Dave Ulrich // FACULTY CO-DIRECTOR**
Rensis Likert Collegiate Professor of Business Administration

**Richard (Dick) Beatty // FACULTY CO-DIRECTOR**
Executive Education Faculty

**Lindy Greer**
Associate Professor
Faculty Director, Sanger Leadership Center

**Christopher Rider**
Thomas C. Kinneer Professor and Associate Professor of Strategy

**Guest Faculty and Speakers May Include:**
- Ram Charan
  Global Adviser to CEOs & Corporate Boards | Bestselling Author
- Camille Chang Gilmore
  VP of HR | Boston Scientific
- Jessica Johnson
  Principal Consultant | RBL Group
- Rebecca Ray
  Executive Vice President | Human Capital | The Conference Board
- Charlie Tharp
  Senior Advisor | Center on Executive Compensation
- Arthur Yeung
  CEO Advisor | EVP Cathay Capital

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A WORLD-CLASS EXPERIENCE
We strive to make every aspect of your 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.

DIVERSITY, EQUITY, AND INCLUSION
At Michigan Ross, our mission is to build a better world through business. Our dedication to academic excellence for the public good is inseparable from our commitment to diversity, equity, and inclusion. We invite you to join us in expanding opportunities for increased participation of members of all communities in our executive education programs.

For more about our commitment to DEI, visit michiganross.umich.edu/about/diversity

THE MICHIGAN DIFFERENCE

No matter your business challenge or strategic priority, Michigan Ross Executive Education is ready to be your partner in success. Here’s what you can expect from the No. 1 Ranked Executive Education Provider in North America.

＞ Benefit from an action-based approach to learning that provides unique opportunities to put concepts into practice.
＞ Be inspired by and collaborate with world-class Ross faculty who are adept at translating academic work into business practices that achieve results.
＞ Leave with actionable takeaways that you can leverage to make an immediate impact at your organization.
＞ Build your network and learn from a small cohort of other managers and executives in a vibrant learning community.

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9.4/10
OVERALL SATISFACTION SCORE FOR OPEN PROGRAMS
— Financial Times, 2023

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“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
THE UNIVERSITY OF MICHIGAN
Founded in 1817, the University of Michigan was one of the first public universities in the United States. U-M is one of only two public institutions in the United States consistently ranked in the top 10 and has more than 100 top-ranked graduate programs. U-M maintains a global presence, including through initiatives in Southeast Asia, Brazil, the Middle East, India, and China.

MICHIGAN ROSS
Founded in 1924, the Stephen M. Ross School of Business at the University of Michigan is committed to building a better world through business. Through powerful ideas, purpose-driven leaders, and positive impact, we use business to make a meaningful difference in the world. Our unique approach focuses on action-based learning and interdisciplinary, team-oriented situations.

EXECUTIVE EDUCATION
Michigan Ross offers diverse programs for individuals and numerous custom solutions annually, serving more than 4,000 executives around the world. No matter your business challenge or strategic priority, Michigan Ross can be your partner in success.

Programs for Individuals
Whether you’re an organization working to enhance your leadership pipeline or an individual seeking to advance your career, Michigan Ross Executive Education offers a variety of programs to meet your needs. Benefit from flexible instruction formats, including live online, asynchronous, and hybrid virtual learning.

Custom Solutions
Michigan Ross collaborates with organizations around the world to translate their goals into successful, immersive learning experiences.

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 delivers programs for individuals around the globe and custom programs wherever our partners request.

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GLOBAL EXECUTIVE EDUCATION PROVIDER
- Financial Times, 2023

NO. 1 MOST EDUCATED CITY IN AMERICA
- WalletHub, 2022

NO. 2 BEST WEEKEND GETAWAY IN THE MIDWEST
- U.S. News & World Report, 2021

TOP 10 MOST INNOVATIVE METRO AREA IN THE U.S.
- Verizon, 2019