

A photograph of two women in business attire engaged in a conversation. The woman on the left has dark, curly hair and is wearing a grey blazer over a white shirt. The woman on the right has dark hair pulled back, wears glasses, and is wearing a dark blue blazer over a white shirt. They are standing outdoors with a modern building in the background. A large yellow triangle is positioned in the top left corner of the page, partially overlapping the image.

EXECUTIVE EDUCATION

ADVANCED HUMAN RESOURCE EXECUTIVE PROGRAM

Successful HR leaders create a clear, compelling vision that drives performance in today's complex business environment. This program empowers you to lead with confidence at the highest levels—equipping you with the strategic insight, influence, and capabilities to shape the future of your organization.

Advanced Human Resource Executive Program

DATES*

14 - 25 Jul 2025

13 - 24 Oct 2025

FORMAT

In Person

Ann Arbor, MI

PROGRAM FEES*

\$25,800 US

CERTIFICATE CREDIT

Distinguished Leader Credit

(DLC) 2.0

**Your program fee includes accommodations, meals, selected dinners, and course materials. Dates and fees are subject to change.*



Share Your Success

Upon successful completion of the program, participants also earn two credits toward our Distinguished Leader Certificate Program.

We invite you to connect with us to learn more about the credentialing options for which you may qualify.

Empowering HR Leaders to Drive Strategy and Impact

Senior HR leaders today face immense pressure to deliver strategic value amid constant change. Increasingly, HR Executives are being called to align strategy and business outcomes with HR initiatives while also influencing culture changes within their organizations. Many leaders are also expected to adopt new technologies like AI, manage organizational uncertainty, and influence decisions at the highest levels—all while maintaining trust across the organization.

This program is designed to help HR leaders meet those challenges with confidence. You'll learn to set and execute an HR strategy that enables your organization's success and prepares you for continual change, with tools and insights you can apply immediately.

This program is built around four key themes that define HR leadership today:

- › **Ascending to the C-Suite** - Strengthening your executive presence, influence, and strategic voice.
- › **Leading From the HR Role** - Driving impact across the organization through HR strategy.
- › **AI & Data Analytics: Realizing Opportunities** - Using data to inform decision-making and shape the future of work.
- › **Culture & Strategy: Transforming Organizations** - Leading meaningful change aligned to business goals.

Throughout the program, you'll work on an organizational challenge you bring with you—applying program insights, gaining input from Michigan Ross faculty, your peers, and experienced CHROs from leading companies. You'll leave with a clear, actionable plan and the leadership capacity to make it happen.



KEY BENEFITS

- › **Transform Strategy into Tangible Organizational Value:** Strategic HR investments in time and resources boost employee engagement, retention, and productivity—driving better performance and a stronger bottom line. Learn how to maximize organizational value through focused HR efforts.
- › **Master Internal Dynamics to Maximize Influence:** Advance your career by mastering proven frameworks to build and manage high-impact relationships with your C-suite and Board.
- › **Leverage Outcomes to Strengthen the Business Case for HR:** Learn how to use financial statements, prepare for analyst calls, and build the business case for HR activities.
- › **Harness Internal Culture to Strengthen Teams and Boost Performance:** Organizations with strong corporate cultures demonstrate a 4x higher revenue growth rate compared to those with weak or misaligned cultures. Learn to understand the daily actions that an individual and a team can take to improve culture.
- › **Make HR a True Strategy Driver:** Gain insights into best practices for leading the HR function to attract top talent and build a resilient workforce that transforms HR into a strategic driver by closing existing gaps and adopting best practices for navigating uncertainty in the evolving HR landscape.
- › **Unlock the Strategic Power of HR with AI and Data-Driven Decisions:** Learn how AI and data analytics can help you evolve HR from a traditionally administrative role to a strategic driver of culture and performance.

WHO SHOULD ATTEND

- › C-level and Senior HR and talent executives
- › Group, Global, or Executive Directors of HR
- › Heads of corporate learning or corporate universities
- › General Managers who recognize the importance of HR to business success

TYPICAL TITLES INCLUDE

- › VP of Human Resources or other business functions
- › Chief Human Resources, Talent or Learning Officer
- › Senior, Group, Global, or Executive Director of HR
- › Head of Corporate University

“I gained a wealth of professional insights in AHREP, and I can confidently say that I will be putting them to immediate use in my HR role as we strive to create competitiveness and increase value for stakeholders.”



HUDA ALREWAITI
TALENT MANAGEMENT DIRECTOR, THIQAH

PROGRAM STRUCTURE*

**COURSE DESIGN FOR OPEN
PROGRAMS IN THE U.S.**
– Financial Times, 2024

At Michigan Ross, you'll be challenged and energized by dynamic, interactive learning experiences alongside top-ranked Ross faculty and other senior HR executives. The following program topics will be presented through a combination of action-learning activities, group discussions, team exercises, lectures, case studies, and projects.

Module 1: Ascending to the C-Suite

Module 2: Leading From the HR Role

	DAY 1	DAY 2	DAY 3	DAY 4	DAY 5	DAY 6
A.M.	› Competitive Landscape: Defining Your Organizational Challenge	› The Next HR: What's Coming in 3-5 years	› HR Consulting: Creating People-Centered Solutions	› Inside the Boardroom: HR's Role in Governance	› Talent Management: Building for Future Growth	› Executive Compensation Strategy
LATE A.M.	› From Insight to Action: Crafting Your Strategy	› Strategic HR: Activities That Drive Business Growth	› Decoding Financial Statements: How to Use the Data	› Partnering Up: Managing Relationships With Your C-Suite	› Developing Leaders: Unlocking Potential Across All Levels	› Executive Compensation: Aligning Pay With Performance
P.M.	› Compete to Win: Building Competitive Advantage	› Diagnosing HR's Effectiveness	› The Numbers Story: Using Finance to Make Your Case	› Grow Your Career: Ascending to the C-Suite	› Succession Planning: Preparing the Next Generation	› Workforce Compensation: Incentives for the Organization
LATE P.M.	› Strategy in Motion: Aligning for Execution › Personal Project Introduction	› Show Your Value: Linking HR Capabilities to Business Results	› C-Suite Storytelling: Presenting HR Impact with Financial Data	› Authentic Leadership: Aligning Your Values With Organizational Values	› Talent Acquisition: AI Enabled Search	› Evolving Expectations on Compensation

Module 3: Transforming the HR Function | Module 4: Leveraging Culture and Strategy

	DAY 7	DAY 8	DAY 9	DAY 10	DAY 11
A.M.	› Value of AI in HR Workflows	› Analytics to Improve Performance	› Generative Leadership: AI for Leadership Performance	› Leading Across the Organization	› Program ends at 12:00 p.m.
LATE A.M.	› Leading AI Responsibly	› Equity Challenge: Creating Opportunity	› Leading Change: Overcoming Resistance	› Leading Through Chaos with Positivity	
P.M.	› Developing an AI Mindset for Your Team	› Foresightful Leader: Anticipating Change & Uncertainty	› Leadership Communication: Strategies for Change	› Social Capital for Leaders	
LATE P.M.	› Winning With AI: Creating Competitive Advantage Through Tech	› Embracing Curiosity: Imagining Positive Futures	› Who We Are: Communicating Organizational Identity	› Michigan Stadium Tour	

*This sample schedule is intended to represent the program structure and content. Timing and session topics are illustrative and subject to change.

AWARD-WINNING ROSS FACULTY

FACULTY FOR OPEN PROGRAMS
IN NORTH AMERICA
– Financial Times, 2024

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 DIRECTOR



Christopher Rider //

Thomas C. Kinnear Professor; Associate Professor
of Entrepreneurial Studies

FEATURED INDUSTRY EXPERT



JP Elliott

Founder, Future of HR

ROSS EE FACULTY:

- › **Cheri Alexander:** Adjunct Lecturer of Management and Organizations
- › **Nigel Melville:** Associate Professor of Technology and Operations
- › **Anant Nyshadham:** Associate Professor for Business Economics and Public Policy; Buzz and Judy Newton Faculty Fellow
- › **Jeffrey Sanchez-Burks:** William Russell Kelly Professor of Business Administration; Professor of Management and Organizations
- › **Monica Worline:** Lecturer of Management and Organizations; Faculty Director of Center for Positive Organizations
- › **Gwen Yu:** Professor of Accounting; Michael and Joan Sakkinen Faculty Fellow; Accounting Faculty Doctoral Coordinator
- › **Sarah Zimmerman:** Lecturer of Business Communication

INDUSTRY EXPERTS:

- › **Pamela Coukos:** CEO and Co-Founder, Working Ideal
- › **Tanuja Dehne:** Executive Fellow, University of Michigan, Ross School of Business
- › **David Feber:** Senior Partner, McKinsey & Company
- › **Sabrina Sullivan:** Founder, by + by foresight
- › **Charles Tharp:** Professor of the Practice, Questrom School of Business, Boston University

“AHREP’s comprehensive content and practical insights were immensely valuable, and I have already started to explore how we can implement some of these ideas to drive greater value for our employees, customers, and stakeholders. It was a truly enriching experience, and I am grateful for the chance to engage with such a talented cohort and learn from the best in the field.”



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CHRO, GULF INTERNATIONAL BANK

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

Contact us today | 734-763-1000 | RossExecEd@umich.edu | michiganross.umich.edu/ahrep

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.



"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-MUSHARRAF
SAUDI ARAMCO

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.

9.5/10

**OVERALL SATISFACTION
SCORE FOR OPEN PROGRAMS**
– *Financial Times*, 2024

**COURSE DESIGN FOR
OPEN PROGRAMS**
– Financial Times, 2024



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.



**NO. 1 MOST
EDUCATED CITY
IN AMERICA**

– WalletHub,
2023



**NO. 1 HIDDEN
GEM TO VISIT
FOR CULTURE**

– Pheabs,
2023



**NO. 2 BEST
WEEKEND
GETAWAY IN
THE MIDWEST**

– U.S. News &
World Report,
2021

WORLDWIDE

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

Contact us today | 734-763-1000 | RossExecEd@umich.edu | michiganross.umich.edu/ahrep



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M | MICHIGAN ROSS

Executive Education

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The Regents of the University of Michigan

Jordan B. Acker, Michael J. Behm, Mark J. Bernstein, Paul W. Brown,
Sarah Hubbard, Denise Ilitch, Ron Weiser, Katherine E. White, Santa J. Ono (*ex officio*)

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