



**EXECUTIVE EDUCATION**

# ADVANCED HUMAN RESOURCE EXECUTIVE PROGRAM

*For Over 30 Years...*

*The World's Preeminent HR Executive Program.*

**M** | MICHIGAN ROSS

# Advanced Human Resource Executive Program

## **DATES\***

4 - 15 Mar 2024  
8 - 19 Jul 2024  
14 - 25 Oct 2024

## **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.

## *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](http://www.rbl.ai)) with over 1000 organizations and [4] scalable human capability with 7,000 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

# PROGRAM STRUCTURE

COURSE DESIGN FOR OPEN PROGRAMS IN THE U.S.  
 – Financial Times, 2023

## WEEK 1: DRIVING BUSINESS RESULTS THROUGH HR\*

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
MORNING	<ul style="list-style-type: none"> <li>Introduction</li> <li>Business Strategy (Session 1)</li> </ul>	<ul style="list-style-type: none"> <li>HR's Value Proposition (Session 1)</li> <li>Group Photo</li> </ul>	<ul style="list-style-type: none"> <li>HR Metrics and Generative AI (Session 1)</li> </ul>	<ul style="list-style-type: none"> <li>Diversity, Equity, and Inclusion</li> </ul>	<ul style="list-style-type: none"> <li>HR Evolution (Session 1)</li> </ul>	<ul style="list-style-type: none"> <li>Assessment: Review and Personal Strategic Planning</li> </ul>	<ul style="list-style-type: none"> <li>Recharge: Day Off</li> </ul>
AFTERNOON	<ul style="list-style-type: none"> <li>Lunch</li> <li>Business Strategy (Session 2)</li> </ul>	<ul style="list-style-type: none"> <li>Lunch</li> <li>HR's Value Proposition (Session 2)</li> </ul>	<ul style="list-style-type: none"> <li>Lunch</li> <li>HR Metrics and Generative AI (Session 2)</li> </ul>	<ul style="list-style-type: none"> <li>Lunch</li> <li>Employee Mental Health and Burnout</li> </ul>	<ul style="list-style-type: none"> <li>HR Evolution (Session 2)</li> </ul>	<ul style="list-style-type: none"> <li>Lunch</li> </ul>	
EVENING	<ul style="list-style-type: none"> <li>Participant Introductions</li> <li>Group Dinner</li> </ul>				<ul style="list-style-type: none"> <li>Group Dinner</li> </ul>		

## WEEK 2: PREPARING YOUR LEADERSHIP AGENDA

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
MORNING	<ul style="list-style-type: none"> <li>Program Leadership (Session 1)</li> </ul>	<ul style="list-style-type: none"> <li>Executive Compensation</li> </ul>	<ul style="list-style-type: none"> <li>Talent Advantage</li> </ul>	<ul style="list-style-type: none"> <li>Global Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Plan Presentations and Peer Feedback</li> <li>Graduation</li> </ul>
AFTERNOON	<ul style="list-style-type: none"> <li>Lunch</li> <li>Program Leadership (Session 2)</li> <li>HR Competencies with 360 Review</li> </ul>	<ul style="list-style-type: none"> <li>Lunch</li> <li>State of the HR Profession</li> </ul>	<ul style="list-style-type: none"> <li>Lunch</li> <li>HR for HR</li> </ul>	<ul style="list-style-type: none"> <li>Lunch</li> <li>Your Leadership Brand</li> </ul>	<ul style="list-style-type: none"> <li>Lunch</li> </ul>
EVENING				<ul style="list-style-type: none"> <li>Group Dinner</li> </ul>	

*\*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 IN OPEN  
PROGRAMS IN THE U.S.  
– Financial Times, 2023

Expert Michigan Ross faculty convert research-based insights into actionable outcomes. Learn from the same faculty who teach in our highly-ranked degree programs.



**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. Kinnear 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

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

**Contact us today** | 734-763-1000 | [rossexecd@umich.edu](mailto:rossexecd@umich.edu) | [michiganross.umich.edu/ahrep](https://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.



## 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.

# 9.4/10

**OVERALL SATISFACTION  
SCORE FOR OPEN PROGRAMS**  
– *Financial Times*, 2023

## 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](https://michiganross.umich.edu/about/diversity)

*“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

**TOP 10**  
GLOBAL EXECUTIVE  
EDUCATION PROVIDER  
- Financial Times, 2023

# 10



## 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,  
2022



**TOP 10 MOST  
INNOVATIVE  
METRO AREA  
IN THE U.S.**

- Verizon,  
2019



**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 | [rossexecd@umich.edu](mailto:rossexecd@umich.edu) | [michiganross.umich.edu/ahrep](https://michiganross.umich.edu/ahrep)



[michiganross.umich.edu/execed](https://michiganross.umich.edu/execed)

## **M** | MICHIGAN ROSS

### **Executive Education**

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

### **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*)

### **University of Michigan Nondiscrimination Policy Notice**

The University of Michigan, as an equal opportunity/affirmative action employer, complies with all applicable federal and state laws regarding nondiscrimination and affirmative action. The University of Michigan is committed to a policy of equal opportunity for all persons and does not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status in employment, educational programs and activities, and admissions. Inquiries or complaints may be addressed to the Senior Director for Institutional Equity, and Title IX/Section 504/ADA Coordinator, Office for Institutional Equity, 2072 Administrative Services Building, Ann Arbor, Michigan 48109-1432, 734-763-0235, TTY 734-647-1388, [institutional.equity@umich.edu](mailto:institutional.equity@umich.edu). For other University of Michigan information call 734-764-1817.

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