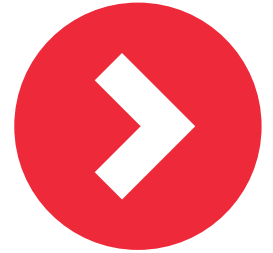


2017

HRLP



*HUMAN RESOURCE
LEARNING PARTNERSHIP*



▶ Human Resource Learning Partnership

HRLP is a unique learning experience for senior-level and high-potential HR professionals from leading global companies. Each session is an intensive 11-day learning consortium involving participant teams from forward thinking companies. HRLP weaves together three streams of activities: playbook, project, and personal.



▶ Playbook

HRLP offers participants the knowledge and tools HR professionals should master to deliver value. The playbook for HR includes the ability to:

- **Understand global business contexts.** We place HR in the context of changing global business conditions by talking about industry trends, dominant logic, and inflection points. We apply a framework to contribute to success in the next eleven emerging markets.
- **Create value by seeing HR from the outside/in (value created).** We capture the next wave of HR by focusing on how HR creates value not only inside a company to employees for strategy execution, but to customers, investors, and communities. This dominant logic for HR affects all HR practices related to talent, culture, and leadership.

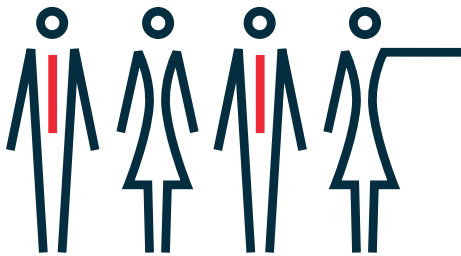
- **Master organization capabilities at the heart of the Strategy-HR linkage.** We lay out a methodology to go from strategy to HR priorities with an emphasis on organization capabilities. We identify key capabilities such as customer service, innovation, culture, change, collaboration, leadership, and talent.
- **Create and apply HR metrics.** We review logic to track and measure HR in light of the business strategy.
- **Make change happen.** We show how to make change happen in terms of a) culture, b) projects (turning what we know into what we do), and c) personal change.
- **Learn and improve HR competencies.** We present research from our 25 year study on HR competencies and offer personal feedback relative to these competencies. We frame HR competencies in terms of the HR transformation that is occurring in many companies.
- **Coach self and others.** We share a

philosophy and approach for personal change with implications for coaching.

- **Update and ensure the quality of leadership.** We highlight trends in leadership, present a leadership code for assuring leadership basics, and showed how leadership brand connects customer expectations to employee actions.
- **Learn trends in executive compensation.** We lay out trends in executive compensation at the Board and senior executive levels.
- **Create a talent productivity formula: Competence x Commitment x Contribution.** We answer four questions about talent: a) why it matters, b) who are talent targets, c) what is a new metaphor (Marshall plan) for talent, and d) how do we build talent. We suggest a talent formula: Competence x Commitment x Contribution with an emphasis on the sense of meaning as a way to gain contribution.

➤ Project

Each company team works with their top HR executives to identify a project that will significantly impact HR within their business. This requires preliminary meetings to determine depth, breadth, and scope of the project. The team conference call with The RBL Group faculty member helps in defining the project.



We work aggressively to make sure that team projects deliver real value to the participating companies. Each project has an assigned faculty coach. Collectively, our coaches have over 120 years of experience.

Each company team brings a major HR challenge to the Learning Program. As part of the pre-conference meeting, the identified program participants will be asked to identify areas for improvement in the functioning of HR within their respective companies. In concert with the participants, the senior HR Executive selects one primary topic. The topic may be a corporate-wide challenge or it may be a challenge that is unique to a specific business unit.

During the Learning Program, participants spend 40–50 hours developing an action plan to meet the identified challenge. On the last morning of the program, the participants will present their recommendations to the senior HR executive from their respective companies.

An acceptable project will have the following characteristics:

- Project will add significant value to the company.
- Projects would be worth the equivalent value of a \$100,000 to \$200,000 consulting assignment.
- Project should be containable within the 40–50 hours given to work on the project during the HRLP session.
- Top HR executive is in full agreement with the selected project.
- Project is clearly defined and understood by each team member.

Examples of Past Projects

- How can HR influence organizational change to develop a high-performance culture?
- How do we design and implement strategies, processes, and practices that will help our disparate business units take advantage of one another's strengths?
- How do we manage knowledge transfer in the context of business acquisitions or alliances?
- Which HR metrics link to our business objectives so we can focus HR on creating competitive advantage for our organization?

Project Work Plan

- Clearly define a project to bring to the program.
- Receive commitment from the top HR executive for the challenge project and its importance to the company.
- Identify and bring to the conference all necessary data and information necessary to work on the project.
- Develop a work plan, which includes the steps needed to complete the project keeping in mind what can realistically be done during the conference and what will need to be done following the meetings.

➤ Personal

We encourage personal reflection time during the 11 days. We complement this with extensive peer coaching during the day. Dave Ulrich offers an individual coaching session with each participant on professional and personal issues.

In our recent program with this design, participants left with new ideas and frameworks on how to use HR to contribute value, with very specific project plans that will quickly be implemented, and with renewed personal energy for their HR profession.

"HRLP was, without exception, the best professional development experience of my career. The program provided me theoretical grounding, immediately applicable skills, and an amazing network of friends and colleagues with whom to learn, practice, and grow."

-Debra Bubb, Intel

"This was a brilliant course! You folks are the best ambassadors for professional HR."

-Jorrit van der Togt, Royal Dutch Shell

"This experience has been work and life changing for me. The programme has inspired me to take my aspirations further. The two weeks will stick in my mind as a very influential point in my life."

-Jo Harper, BT

"There was a deliberate effort to ensure that we came out of the program well-equipped and ready to face the battle with renewed enthusiasm and perspective in doing our work."

-Past Participant



➤ Pre-Program Facilitation

The program is based on the gathering and sharing of best practices among partnership companies in addition to the conceptual and empirical work by partners from the RBL Group and affiliated faculty. There are several unique features which make this partnership the best developmental experience that is available anywhere.

Prior to the Learning Program, an RBL Group partner meets via phone conference with each participant team and their senior HR executive. During this meeting the best practices of each company are identified. These identified best practices will be used in teaching specific program modules. Participants from each company will be invited to make short presentations on their company's best practices as part of the program design.

The two-week program is designed around specific topics identified by partnership companies. Phone calls between RBL Group faculty and senior executives of participating companies identify the topics that would be of greatest value to them. These topics have been used as the basis for program design. Feedback from previous offerings of the partnership program has also been used in the design of the upcoming program.

In addition, the participant survey that you will be asked to complete as part of your pre-work will be used to further refine program content and direction.

Two Sessions in 2017: **May 16-26** | **September 5-15**

Day 1 <ul style="list-style-type: none">• Program Introduction• Global Business Strategy• Group Introductions• Best Practices Sharing 1 & 2	Day 2 <ul style="list-style-type: none">• HR Value Proposition• Best Practices Sharing 3 & 4	Day 3 <ul style="list-style-type: none">• Organization Capabilities• Best Practices Sharing 5 & 6• Team Building Activity	Day 4 <ul style="list-style-type: none">• The New Workforce Metrics• Personal Change• Best Practices Sharing 7 & 8
Day 5 (weekend) <ul style="list-style-type: none">• Challenge Project Kick-off	Day 6 (weekend) <ul style="list-style-type: none">• Review of 1st week/Framing and overview of 2nd week• Group Dinner	Day 7 <ul style="list-style-type: none">• Talent• Company HR Challenge Projects	Day 8 <ul style="list-style-type: none">• Executive Compensation• Company HR Challenge Projects
Day 9 <ul style="list-style-type: none">• HR Competencies• Personal Change• Company HR Challenge Projects	Day 10 <ul style="list-style-type: none">• Leadership Brand• Intercompany Presentations of Company Challenge Projects• Graduation Dinner	Day 11 <ul style="list-style-type: none">• Group Presentations (in private sessions)• Program Closure/Vision• Senior HR Executives Forum	

➤ Program Faculty

The HRLP core faculty has been acknowledged by Business Week and The Wall Street Journal as the best in HR development for the past eighteen years.

The faculty members of the program are the acknowledged leaders in their respective areas of HR expertise. The faculty has been selected on the basis of the following criteria:

- Publicly acknowledged thought leaders in their respective areas of expertise.
- Outstanding track records as communicators of their ideas.
- Experience in working with more than forty Fortune 200 companies .

Application of their ideas in non-US as well as US settings. With these criteria in mind, we have selected the best faculty members available in their respective areas.

Dave Ulrich is a cofounder and Partner at The RBL Group and Professor of Business at the University of Michigan's Ross School of Business. Professionally, he studies how organizations build capabilities of speed, learning, collaboration, accountability, talent, and leadership through leveraging human resources. He has helped generate multiple award-winning databases that assess alignment between strategies, human resource practices and HR competencies. He has published over 175 articles and book chapters and 23 books. He was the

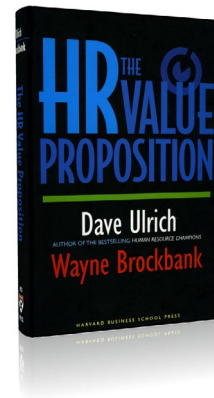
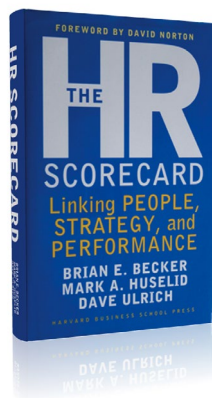
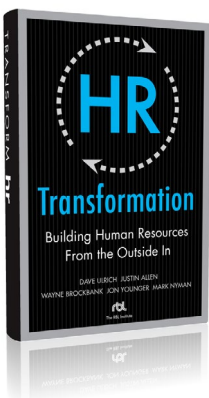
Editor of Human Resource Management Journal (1990-1999), served on the editorial board of four other Journals, is on the Board of Directors for Herman Miller, is a Fellow in the National Academy of Human Resources, and cofounder of the Human Resource Learning Partnership. He has been awarded a number of annual and lifetime achievement awards.

Erin Wilson Burns is currently Director, Client Relations & Product Development at The RBL Group. She has been responsible for the development of new products and methodologies in RBL's leadership and HR practices and has worked closely with many of RBL's research initiatives, including the Top Companies for Leaders (with AonHewitt and Fortune) and the Human Resource Competency Study (with the University of Michigan). Erin has over 15 years experience in leadership development and consulting, working with Fortune 500 companies from a range of industries on how to best identify and develop tomorrow's leaders.

Dick Beatty is Professor of Human Resource management at Rutgers University and a core faculty member of executive education programs at the University of Michigan's Ross School of

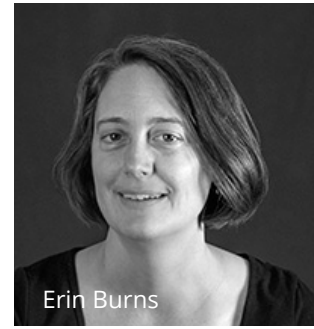
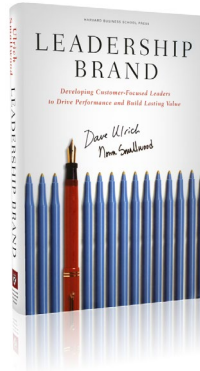
Business. Professor Beatty teaches in the areas of applied behavioral science and human resource management in changing individual and organizational effectiveness. He has worked as a management consultant at over half of the Fortune 100 firms. He has authored more than one hundred and twenty articles and papers and won numerous research and publishing awards. His specialty is working with organizations to design and implement strategic change initiatives, emphasizing the building of workforce capability (and intellectual capital) through the human resource "tool kit."

Marshall Goldsmith has been recognized again as one of the top ten Most-Influential Business Thinkers in the World and the top-ranked executive coach at the 2013 bi-annual Thinkers50 ceremony in London. Marshall has received professional acknowledgements and awards too numerous to mention. Among them are "World's #1 Leadership Thinker" from Harvard Business Review and "Lifetime Achievement Award (one of only two ever awarded) from Institute for Management Studies. His work has been recognized by nearly every professional organization in his field. Dr. Goldsmith is the author or editor of 34 books, which have sold over





Dave Ulrich



Erin Burns

two million copies, been translated into 30 languages and become bestsellers in 12 countries. He has written two New York Times bestsellers, *MOJO* and *What Got You Here Won't Get You There* – a Wall Street Journal #1 business book and winner of the Harold Longman Award for Business Book of the Year. Marshall is a world-class thought leader, educator, and executive coach, and we are honored to count him among our HR Learning Partnership faculty.

Gordon Hewitt is Adjunct Professor of Business Administration, and formerly Distinguished Visiting Professor of Corporate Strategy, at the Ross School of Business, University of Michigan. His interests cover the fields of global competition, corporate strategy, and the value added of executive leadership. Gordon has been the highest rated core faculty member on Michigan's senior executive programmes for many years. He is also Distinguished Professor of Corporate Strategy and International Business at Duke Corporate Education.

Mark Nyman, President of Business Development with The RBL Group, has spent his career assisting organizations

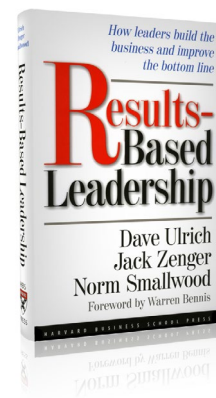
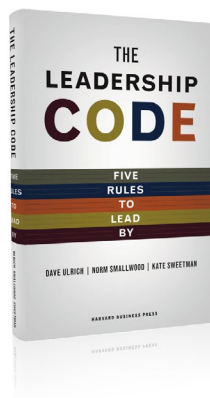
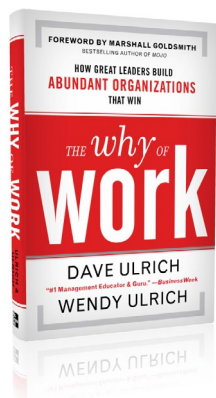
in transforming themselves by creating strategic focus and then aligning the design of their organizations and/or support functions. He has used his expertise in large system change and executive development in start-ups, existing organizations, and in mergers/joint ventures settings. Mark uses high involvement as a way of building ownership and helps his clients think differently about the issues that challenge them. He has worked with numerous clients including: Adidas, American Century, AT&T, Buffalo Wild Wings, Cisco, Comcast, Denver Children's Hospital, Honeywell, Invesco, Johns Manville, Kellogg, Merck, Pfizer, Rio Tinto, RR Donnelly, Saudi Aramco, Shell Oil, Sun Microsystems, and Williams Energy.

Norm Smallwood is a cofounder and Partner of The RBL Group. He is a recognized authority in developing leaders who create more value for their organizations. His writing, speaking, and consulting work relate to increasing business value by building organization, strategic HR, and leadership capabilities that measurably impact market value. He is co-author of six books, with two released in 2007. He has published more than 150 articles in leading journals and newspapers

and has contributed chapters to multiple books, including two Harvard Business Review articles. He was selected as one of the Top 100 Voices in Leadership by Executive Excellence magazine in February 2005.

Charlie Tharp is the Executive Vice President for Policy of the Center On Executive Compensation. In that role, Dr. Tharp is responsible for setting overall policy positions and research initiatives undertaken by the Center and representing the Center in public forums. He is also an instructor, School of Industrial and Labor Relations, at Cornell University.

Wendy Ulrich has been a licensed psychologist in private practice for twenty years. Wendy brings a personal touch to corporate complexities. Her focus is on helping leaders create meaning at work that contributes real value to employees, customers, and investors. Wendy helps organizations build people skills and personal strengths to succeed: communication, relationships, change, creativity, resilience, and happiness. She speaks to thousands of people every year on these topics.



➤ HRLP Alumni

3M
Abbott Labs
American Express
Ascension
AstraZeneca
Avanade
Bank One
BASF
Baxter
BBC
Boeing
BT
Campbell Soup
Capital One
Cardinal Health

Cisco Systems
Coca-Cola
Dupont
Eli Lilly
Flex
Ford
GE
Gilead
GM
Herman Miller
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ICICI
Ingersoll Rand
Intel
Invensys

Juniper Networks
Kinross Gold
Lafarge
Logica
Lucent Technology
Maersk
McKesson
Motorola
MSCI
Nokia
Oracle
Owens Corning
PepsiCo
Pfizer
PraxAir

Quantum
Saudi Aramco
Sears
Shell
Statoil
Time Warner
UBS
Unilever
UPS
Williams
Westinghouse

➤ Registration

How to Register:

To register, contact Ginger Bitter at
+1.801.616.5429 or gbitter@rbl.net

Fees:

The program is priced to be the equivalent
of an two-week university-based program.
Members of The RBL Institute receive
discounted rates.



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