





+ Building **Strategic HR Capability**



“In HR, we are in a unique position to impact our current financial performance and, more importantly, create capabilities that will grow our future value. This requires a strategic approach to value creation and a deeper understanding of our stakeholders.”

- **Dave Ulrich**, Co-Founder, The RBL Group



HR Capability Starts From the Outside In

In our work, HR is not about HR but about the value HR creates for stakeholders.



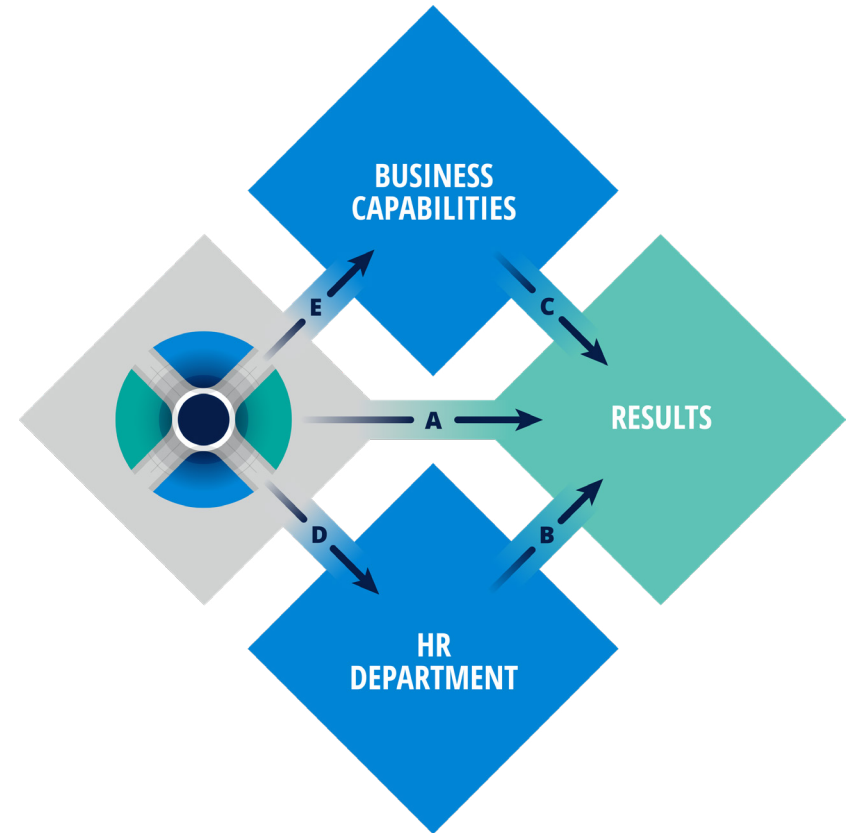
Start with how the HR function impacts stakeholders

Being intentional in what you promise customers and stakeholders is the most important thing you can do when building an effective HR function. RBL uses a three-part value creation model: upgrade HR competencies, transform the HR department, and embed business capabilities.



Stand out against competitors and increase stakeholder value

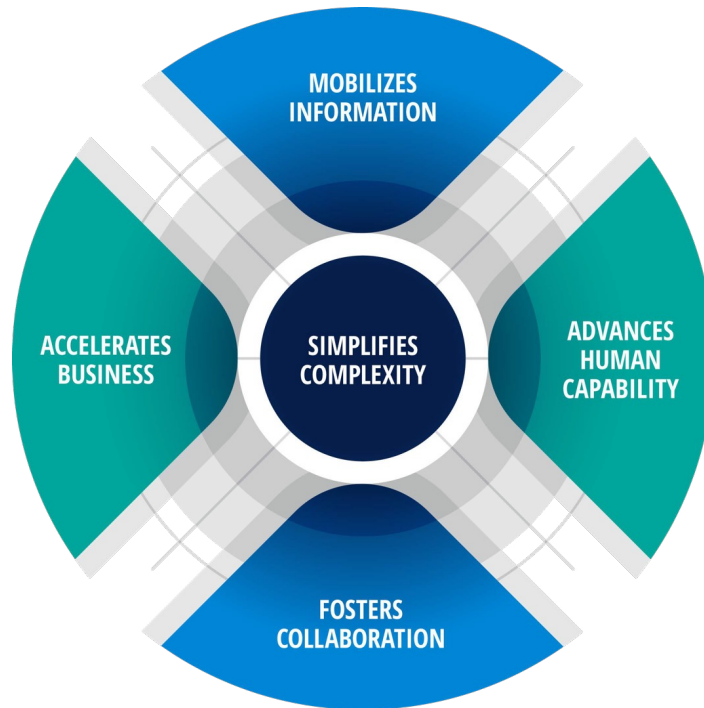
When your stakeholders see your commitment to building an effective HR function that delivers value, they become confident that your HR leaders have the competencies to deliver on promises. You win with customers who trust your people to respond to their needs consistently and appropriately.



Partner with RBL's seasoned consultants to build HR professionals who have the necessary capabilities to deliver business results.

Building Strategic HR Partners

Our HR Development offerings integrate the latest findings from the largest and most global study of HR competencies and functions to build HR professionals with the following competencies:



We help HR professionals develop the capabilities they need to become impactful business partners with an outside-in perspective and the ability to advance human capability.

RBL's Latest Integrated HR Competency Model

Accelerates Business

- Generates Competitive Insights
- Influences the Business
- Gets the Right Things Done
- Drives Agility

Mobilizes Information

- Leverages Information and Technology
- Guides Social Agenda

Advances Human Capability

- Elevates Talent
- Delivers HR Solutions
- Champions Diversity, Equity, and Inclusion

Fosters Collaboration

- Manages Self
- Builds Relationships

Simplifies Complexity

- Thinks Critically
- Harnesses Uncertainty

Strategic HR Development Solutions

	PROGRAM	AUDIENCE	FORMAT	DURATION
GUIDED LEARNING	Leading for HR Excellence Masterclass	HR Leadership Teams and Senior HR Leaders	Digital (Self-guided virtual & facilitated sessions)	3 Weeks
	Dave Ulrich HR Academy	All Levels	Digital (Self-guided virtual & facilitated sessions)	6 Weeks
IN-PERSON	HR Business Partner Bootcamp	Mid to High-Level HR Professionals	In-Person Digital Synchronous	Two 3-Day Sessions 16 Weeks
	Custom HR Development	Mid to High-Level HR Professionals	In-Person, Virtual, or Hybrid	Varies
	HR Learning Partnership (HRLP)	Senior Level, High-Level HR Professionals or Business Leaders	In-Person	9 days
OTHER OFFERINGS	RBL Institute	Organizations committed to building HR capability	Virtual & In-Person	Varies
	Assessments & Coaching	All Levels	Digital (Self-guided virtual & facilitated sessions)	3 Weeks

Powerful Content. Flexible Delivery.

Develop HR professionals who can build human capability in the modality that best suits your needs.

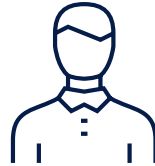


Digital Guided Learning

- Learn directly from HR thought leaders like Dave Ulrich
- Highly interactive learning assignments
- Facilitated shared virtual group experiences that accelerate learning

“RBL successfully balances their world-class research with a very personable facilitation style. This has been a great partnership. We have learned how we can be stronger, where we can be more effective, and where we have a broader, stronger impact in the organization.”

–HR Executive team, global energy company



In-Person

- Customized, action-oriented learning experiences
- Opportunities to learn from and with peers from across the organization
- In-depth individual skill-building with experienced consultants

“Great flexibility and targeted at exactly what we needed. The digital sessions were very engaging and allowed for a lot of interaction and discussion among the participants about how things play out here.”

– Director HRBPs, global health care company



Leading for HR Excellence Masterclass

Engage your organization's most experienced HR leaders in discussions and alignment regarding the 10 critical dimensions of a high-performing HR department.

Participants will learn to:

- Align on stakeholder needs, business strategy, and required capabilities
- Clarify a purpose and reputation for HR that delivers against stakeholder and business needs
- Assess the design and fit of the current HR organization to deliver human capability
- Evaluate HR practices, competencies, and development needs

- 1 What makes an effective, value-adding HR function?
- 2 How can your leaders upgrade the HR function to better impact stakeholder value?
- 3 What HR outcomes will deliver the most value to internal and external stakeholders?



“We’ve identified from our research and practice 10 characteristics of a great HR function. When you bring together these ideas and tools you can create HR functional excellence and effectiveness.”

– Dave Ulrich, RBL Co-Founder

Details



Audience:

- HR Leadership Teams and Senior HR Leaders



Format:

- 3-week digital development program using a blend of self-paced learning assignments and weekly consultant facilitated learning and application sessions
- 12 self-paced learning modules presented by Dave Ulrich
- Open-enrollment or enterprise programs available

Dave Ulrich HR Academy

HR helps create value from the outside-in and delivers business impact.

Participants will learn to:

- Adopt an outside-in approach to HR that drives business impact
- Identify target HR outcomes in organization, leadership, and talent required to deliver business impact
- Increase effectiveness of the HR functions
- Build skills to co-create solutions with stakeholders

- 1 Does your HR team have a comprehensive approach and the capability to create value and deliver business impact?
- 2 Are you wishing HR was more effective, but unsure what that would look like?
- 3 Are you focused on the three strategic impacts of HR?



“Great content and loved the addition of the learning cohort. The group conversations enriched the material with real life application and examples.”

– VP Human Resources, 24 Hour Fitness

Details



Audience:

- HR professionals at all levels



Format:

- 6-week digital development program using a blend of self-paced learning assignments and weekly consultant facilitated learning and application sessions
- 16 modules presented by Dave Ulrich about ways HR can create greater value and business impact (videos, reading, exercises)
- Open-enrollment or enterprise programs available

HR Business Partner Bootcamp

A customizable, skill-building program that enhances critical business partnering skills in your HR teams.

Participants will learn to:

- Position themselves and their perspective to be taken seriously by business leaders.
- Improve credibility and ability to influence decisions.
- Build seven critical skills that all HR professionals need to collaborate more effectively with business leaders and have a greater impact on organizational performance.

- 1 Is your HR function supporting business leaders and strategy?
- 2 Are your HR professionals speaking the language of business professionals and in tune with what's happening in the business?
- 3 Do your HR professionals have great ideas, but they don't know how to sell/present/influence them?



“The HRBP Bootcamp is a game-changer development program built on the most extensive research about HR Competencies. In my role I have seen the positive impact of this program at individual and functional levels and its evolution towards the digital age and I would recommend it to any organization looking to take their HR function to the next level.”

– Marcos M., Strategic Planning Manager, Coca-Cola Andina Chile

Details



Audience:

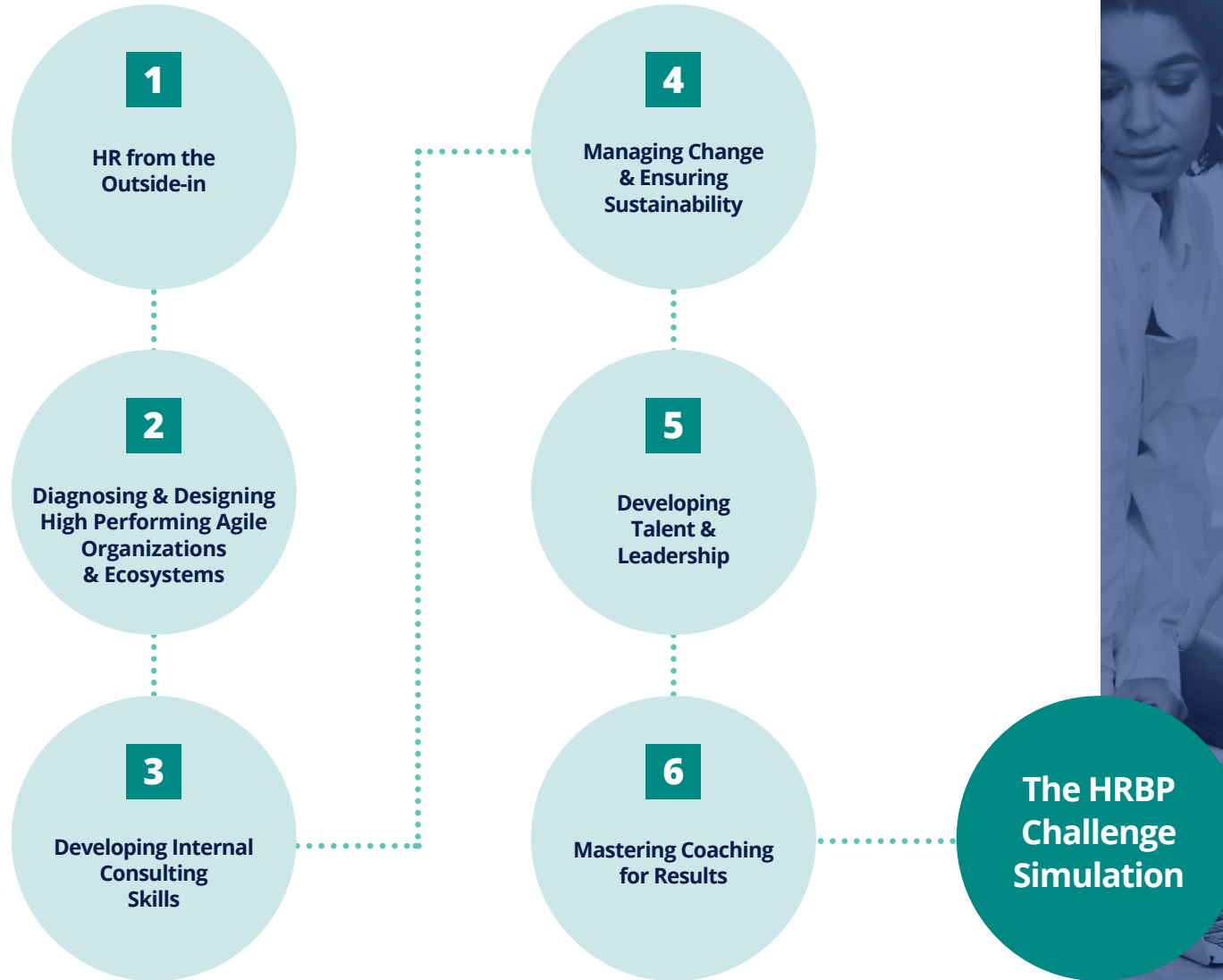
- Mid- to high-level HR professionals
- Up to 30 participants per cohort



Format:

- In-person or synchronous virtual programs available
- Two, 3-day in-person modules with coaching and/or team projects between modules
- 16 weekly instructor-led, virtual modules

HR Business Partner Bootcamp Modules



Custom HR Development for Your Company

A customizable, development program that transforms HR professionals into strategic business partners through an integrated process of assessment, coaching, training, on-the-job experience, and measurement.

Participants will learn to:

- Focus their strategic HR development around building human capability for value creation and what stakeholders want and need
- Utilize tools and frameworks to improve the strategic HR capabilities that will drive results
- Leverage research-based content that is applicable to their current jobs and role

- 1 How can we offer strategic HR development for our organization that is customized to the needs of our HR leaders and professionals?
- 2 When off-the-shelf programs don't meet our unique needs, what are other options?
- 3 How custom is custom? Can I co-create length, breadth, and activities included in a development program?



"I have benefitted a great deal in working with RBL. They helped me shape my thinking, helped my team get their heads around issues, and helped the overall HR function get energized to go on the journey of a significant transformation."

— Peter Goerke, Head of HR, Zurich Financial

Details



Audience:

- Mid- to high-level HR professionals



Format:

- In-Person or Digital, Varies
- Flexible development modules combines with assessments, coaching, and follow-up support

Collaborative Process

RBL uses a collaborative process to adapt our proven content to meet your unique needs in the most impactful way possible.

By creating a variety of development experiences around the HR competencies and domains, we give your organization the flexibility to focus on building the skills that matter most for your business. We also have deep experience in creating customized development experiences built around content specific to you. From topics that are central to your brand identity to emerging topics like agility and DE&I, we have the team to create an impactful program.

Process



You know your business and your HR professionals. We know how to challenge and engage senior HR leaders in leading their HR functions.

Together, we will create, refine, and deliver a program that will help drive the culture changes needed to sustain and build your organization's future growth.

Content



RBL's HR content is first and foremost actionable. While based on a powerful blend of cutting-edge research, RBL's deep experience in helping companies adapt these ideas so HR professionals can apply them makes sure the ideas we bring have impact in the business and create value.

Delivery



RBL's facilitators excel at bringing the energy and creating the conversations needed for executives to really engage, reflect, and change.

This unique approach allows us to quickly create a powerful custom executive learning experience.

Custom HR Development Modules

Based on our research and experience working with organizations, we've identified the key areas of knowledge that strategic HR professionals need.

With these skills, HR professionals can "have a seat at the table" and use this seat to implement their organization's strategic vision. We offer eight modules that develop these strategic partnering skills in your HR professionals.

Any combination of these modules can be delivered, in-person or virtually, as part of an academy or as stand-alone workshops.

1

**Building HR
Competency**

2

**How HR
Creates Value**

3

**HR Metrics
& Analytics**

4

**Talent &
Engagement**

5

**Organizational
Diagnosis &
Design**

6

**Business Partner
Consulting
Skills**

7

**Change
Management**

8

**Coaching
for Results**

HR Learning Partnership (HRLP)

This premier executive learning experience accelerates the ability to impact the bottom line, customers, and investors. World class educators provide cutting edge insights and seasoned consultants support the success of strategic projects to assure your HR professionals know how to use ideas that elevate impact.

Details



Audience:

- Senior-level, high-potential HR or business leaders



In-Person Format:

- Led by Dave Ulrich with other global thought leaders
- In-person, 9-day program for a team of 5 HR or business leaders
- Participate with teams from 6-7 other companies.



Digital Format:

- 6-week program for a team of 5 HR or business leaders
- Focused on a specific project and acquiring the latest HR tools to deliver on project goals
- Project Facilitated by an RBL coach; tools accessed through digital webinars

▶ **Playbook:**

Learn from world-class educators and each other in an intensive in-person or digital curriculum. Participants are constantly challenged to think like business leaders, stretching their ability to impact the workforce and the success of the firm.

▶ **Project:**

Seasoned consultants coach the team on business-critical projects scoped to have real business impact. Instead of bringing outside consultants in, identify an internal team to solve your toughest HR business challenges with support from some of the most experienced HR consultants in the world.

▶ **Personal:**

Participants gain greater self-knowledge through 360 assessments combined with both professional and personal coaching. They also build new relationships, expanding their external professional network.

“I can definitely say that it was well worth the investment. You and the entire team certainly challenged us to think different, not be complacent with the status quo, and understand the potential role and impact that HR should have in achieving business results.”

— HR Director, PepsiCo



RBL Institute

An annual membership senior executive think tank dedicated to building competencies and capabilities in the areas of strategic HR and leadership for top global companies. The goal of The RBL Institute is to advance HR and leadership development practices through participative education, joint research, and networking among senior HR executives.

Participants will receive annual exclusive access to:

- 4 Senior Executive “Think Tank” Sessions
- 2 CHRO Summits
- 10 Best-Practice Mini Forums
- 4 Think Tank Webinars
- Access to strategic HR library
- Concierge services to review HR strategy
- Enterprise Access to the Institute’s Research & IP
- The RBL Institute’s Monthly Newsletter
- Access to Organization Guidance System
- Annual Call with Dave Ulrich
- Special Networking Requests



“The Applied Materials HR team and I greatly value our membership in the RBL Institute. We have access to cutting edge thought leadership, research, and expert advice, all enhancing our capability to contribute to Applied’s success. I am a better HR leader as a result of our partnership with RBL.”

Details



Audience:

- Organizations committed to using HR to create, deliver, and capture value for all stakeholders



Format:

- In-person and digital learning experiences with participants from member companies on the latest trends in human capital.
- Facilitated by Dave Ulrich and top global thought leaders

- Susan Schmitt Winchester, SVP and Chief HR Officer

Assessments

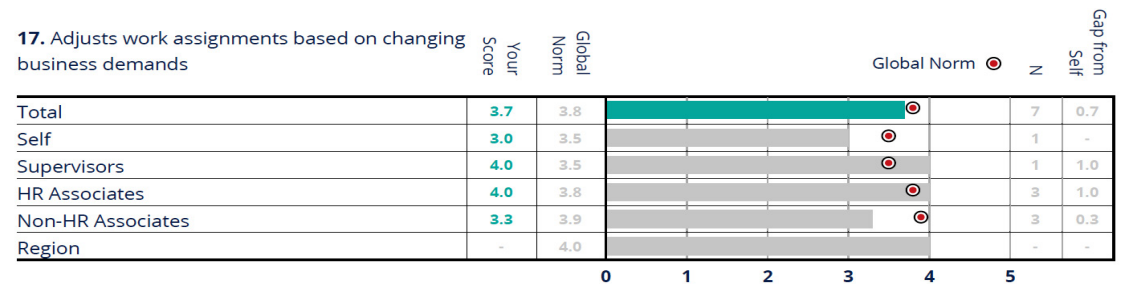
Based on decades of empirical research, RBL's HR Competency 360 Assessments offer business leaders and HR professionals valuable insight into how they can grow and best deliver value to their business.

The RBL Strategic HR Assessments

(360, 180, or self-assessment) measure behaviors based on RBL's global HR competencies shown to be essential for the development of HR professionals.

Accelerates Business (sample)

17. Adjusts work assignments based on changing business demands



Receive feedback from:

- 1 Self
- 2 Supervisor
- 3 HR Associates
- 4 Non-HR Associations

Coaching

RBL offers personalized coaching, follow-up 360s, and other developmental tools to help leaders make the changes identified in their assessments and drive organizational results. Coaching can be combined with any of RBL's Leadership Development offerings.

Establish a baseline.

We'll use self- and multi-stakeholder assessments to create a starting point for coaching.

Engage and change.

The coach and the client co-create the coaching process, including a discussion of feedback, development planning, and ongoing coaching sessions to reinforce focus, adjust strategies, and create accountability.

Measure results.

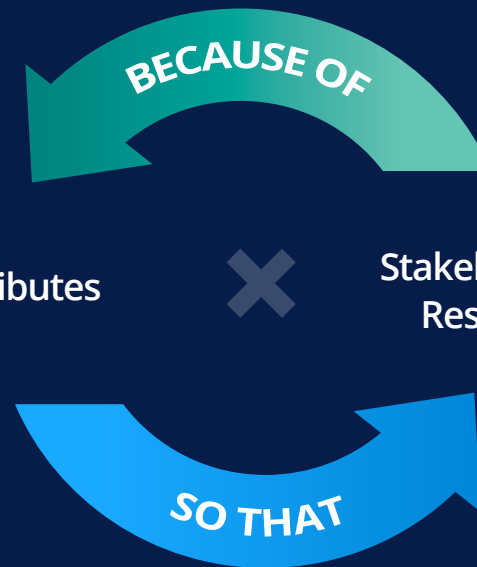
Follow-up stakeholder feedback during the coaching process and at its closing allows the client to measure individual growth.

**Effective HR
Professionals** =

Attributes



Stakeholder
Results

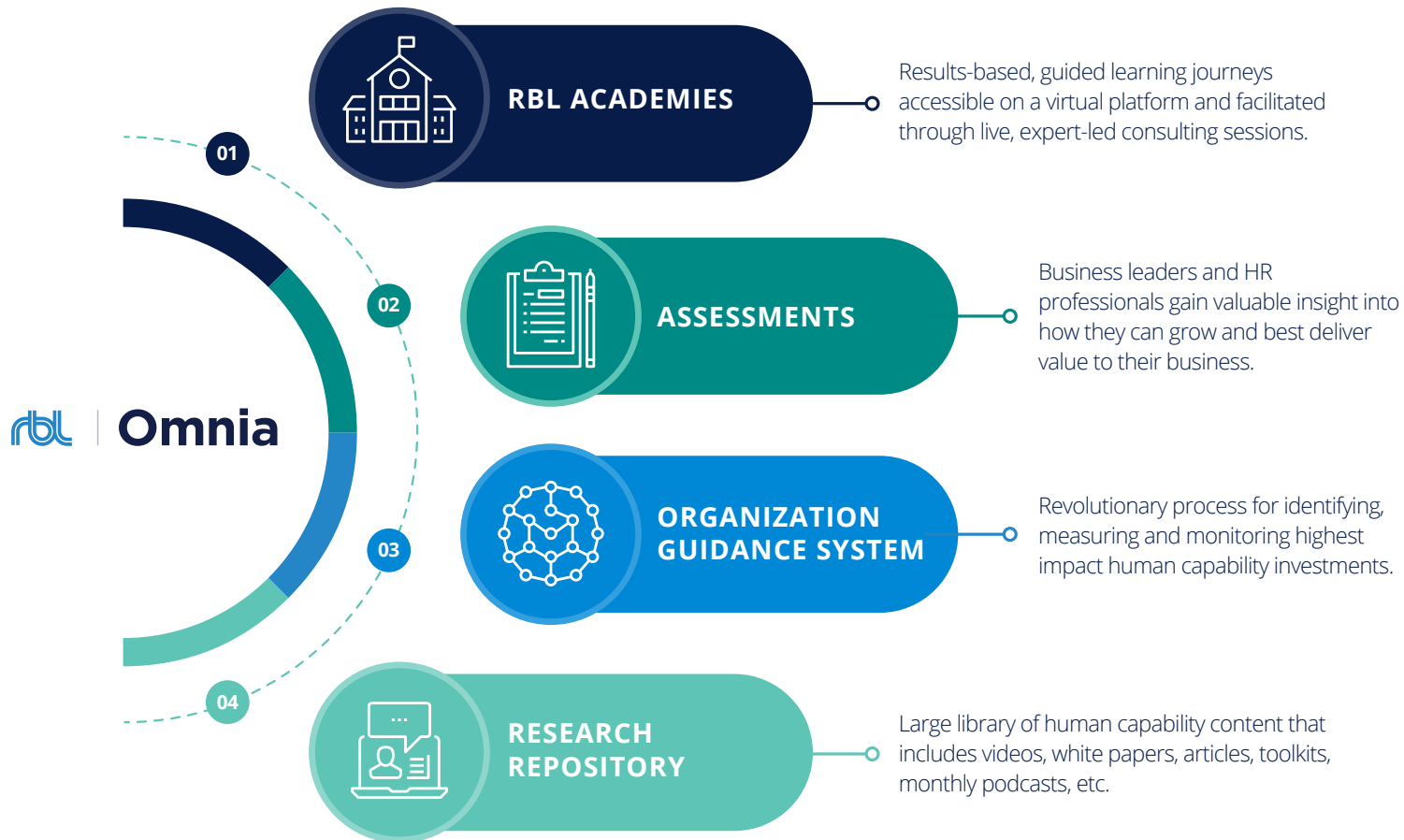


Neither attributes nor results is enough; it's the cycle between them that makes all the difference.

Our coaching methodology connects attributes with results and helps leaders become more effective by developing strengths that strengthen others and addressing weaknesses that get in the way of delivering results.

RBL Omnia

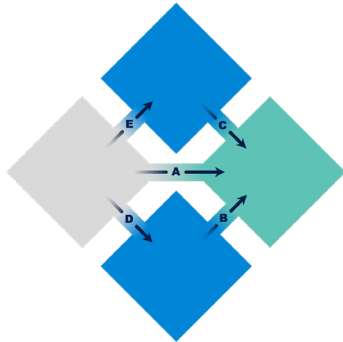
Focused on building human capability for your organization. To create measurable business impact, RBL Omnia brings results-based guided learning journeys and content, supplemented with deep, integrative assessment and research tools.



Delivering Insights With Impact

For over three decades, The RBL Group has conducted ground-breaking research that drives the global agenda for strategic HR. We translate that research into high-impact solutions to help HR leaders build human capability that delivers business results.

Research



HRCS
*Human Resource
Competency Study*

Publications



Practice



Consulting
Development
Assessment

HRLP



+ Building Strategic HR Capability

To inquire about our
strategic HR offerings:

call: [+1-801-980-0517](tel:+1-801-980-0517)

email: rblmail@rbl.net

web: www.rbl.net

[Get Started](#)