



THE **rbl**
GROUP

Dave Ulrich
HR ACADEMY

“

“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.”

”

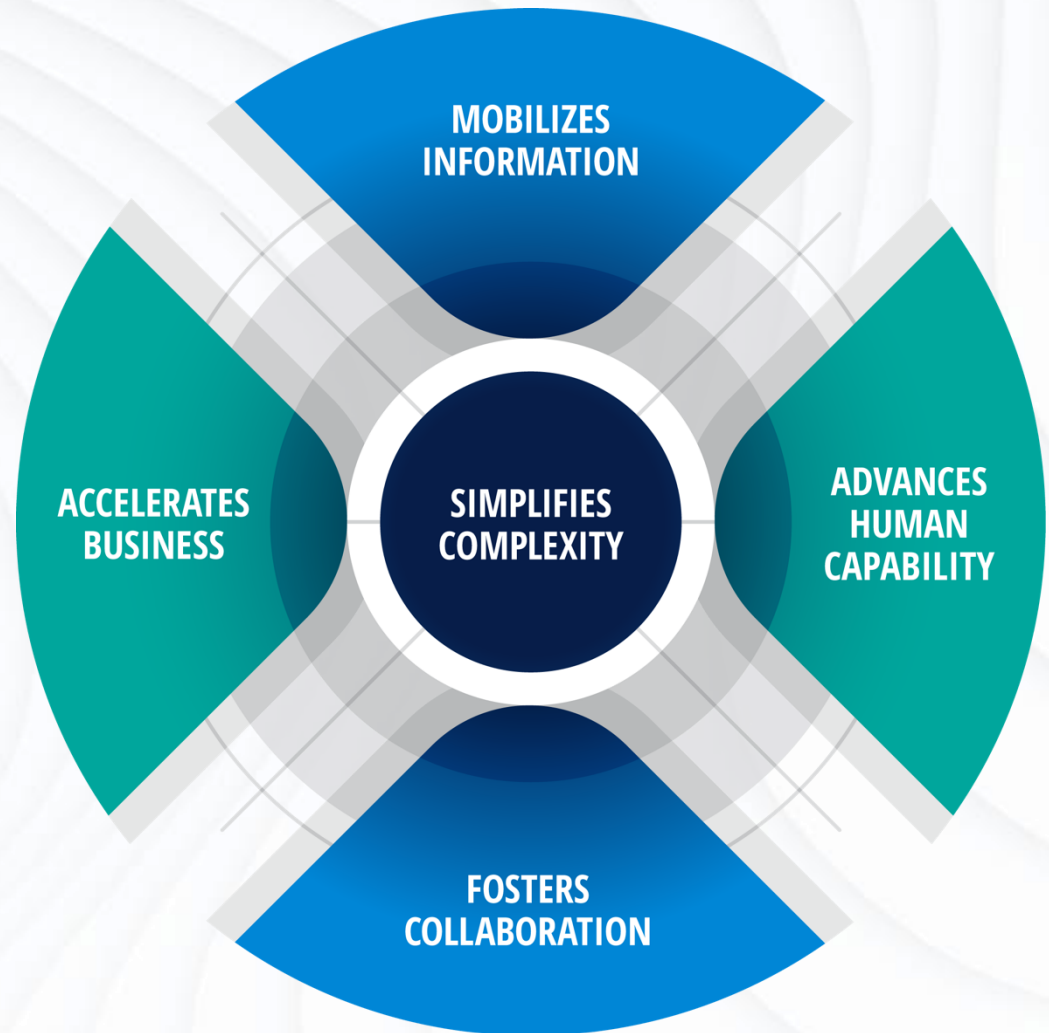
Dave Ulrich,
Co-Founder, The RBL Group



Learn from the “Father of Modern HR”
– HR Magazine

HR COMPETENCY STUDY

The Dave Ulrich HR Academy integrates the latest findings from the **largest and most global study** of HR competencies and functions.



The Dave Ulrich Academy

The academy is built around three research-based dimensions:

How HR Creates Value

HR isn't about HR; it's about the value HR can bring to the business. Learn how to create business value, recognize and respond to trends, and build a digital agenda.

Outcomes of HR

Continue expanding your business value creation capability through learning how to drive results in talent, organization, and leadership.

HR Competencies

Learn what it takes to be a high-performing HR professional by exploring the key competencies from the latest round of the HR Competency Study.

“I have been through many education experiences on my personal and professional journey and this was the best! Seriously.”

– Director, Talent Management



Quick Facts

- Based on the most recent HRCS research & model
- 16 time-flexible online, virtual modules over 6 weeks
- Weekly live facilitated session with RBL consultants
- 3-hour live, high-impact HRBP business simulation
- 24 SHRM & HRCI continuing education credits
- Designed for HRLTs, HRBPs, COE professionals

Presented in a results-based guided learning format



FLEXIBLE

- Complete on your own time
- 5–10 minute “sprint” exercises
- 2.5 hour total time commitment per week



INSTRUCTION FROM DAVE ULRICH

- Personalized videos from Dave Ulrich
- Other HR and industry experts



FACILITATED SESSIONS

- Weekly consultant-facilitated live sessions



INDIVIDUAL DEVELOPMENT

- HRCS Competency Assessment
- Personal coaching available



BUSINESS SIMULATIONS

- Interactive, engaging business simulations throughout self-paced learning + full HRBP simulation as program capstone



ACCREDITED

- Earn 24 continuing education credits through HRCI and SHRM

The guided and paced nature of the Dave Ulrich HR Academy, as well as the weekly facilitated sessions, creates a learning environment with **extremely high engagement and completion rates** (80% or more), which dramatically increases impact.

The value of results-based guided learning

What is Results-Based Guided Learning?

Guided learning is a delivery approach that blends the **best of independent and group learning** through structured and accountable, self-guided learning assignments (videos from Dave Ulrich and leading experts, reading, exercises) with a small cohort (25-50), and a weekly facilitated insight and application session with expert consultants.

The most cost-effective learning is the learning that's completed and impactful.
[Click here to access article and additional research.](#)

What Is the Value of Results-Based Guided Learning?

compared to online learning



Completion rates are more than 10x higher.

Guided learning creates an engaging learning environment that promotes accountability



93% of participants report very high understanding.

Learning and application activities reach all learning styles.



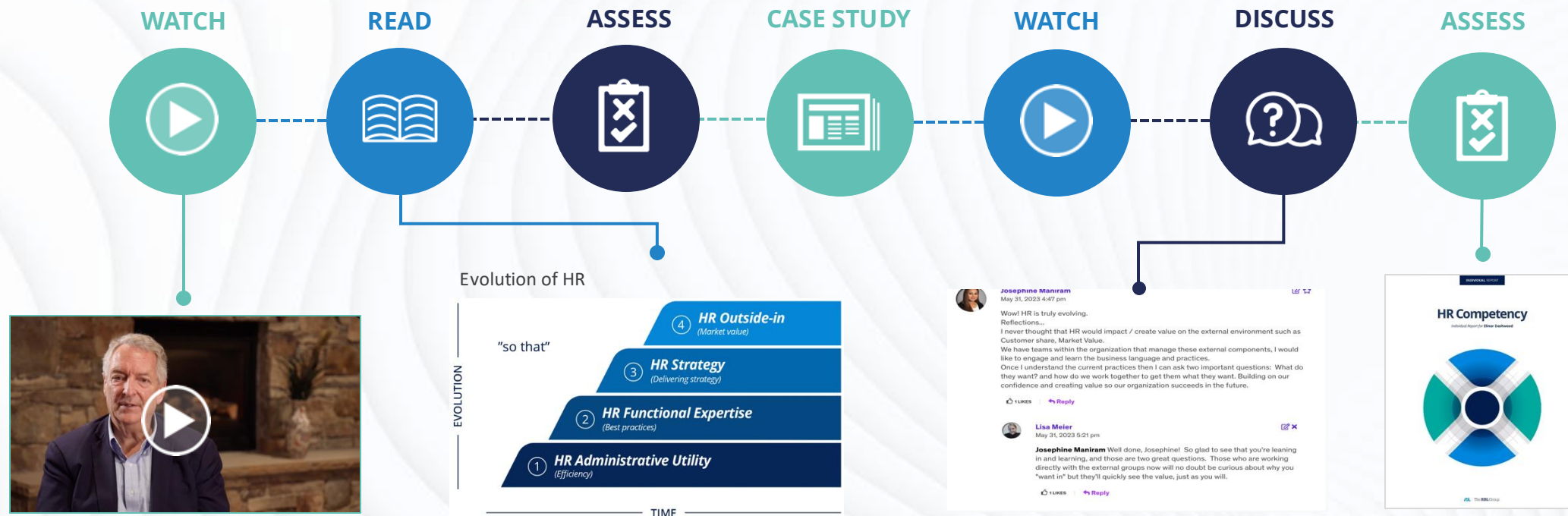
91% of participants highly value guided learning. Content applies to what participants experience on a day-to-day basis.



Exemplary net promoter score. The results derived from RBL's guided learning academies make participants eager to share with colleagues.

Quick glimpse of an academy sprint

In four 10 min. modules per week, individuals will learn from Dave Ulrich and Industry experts who teach leading-edge ideas, show leaders how to use new tools on the job, and illustrate how to apply what they learn each day.



Less is more—minimum effective dose for people who have lots of other things to do.

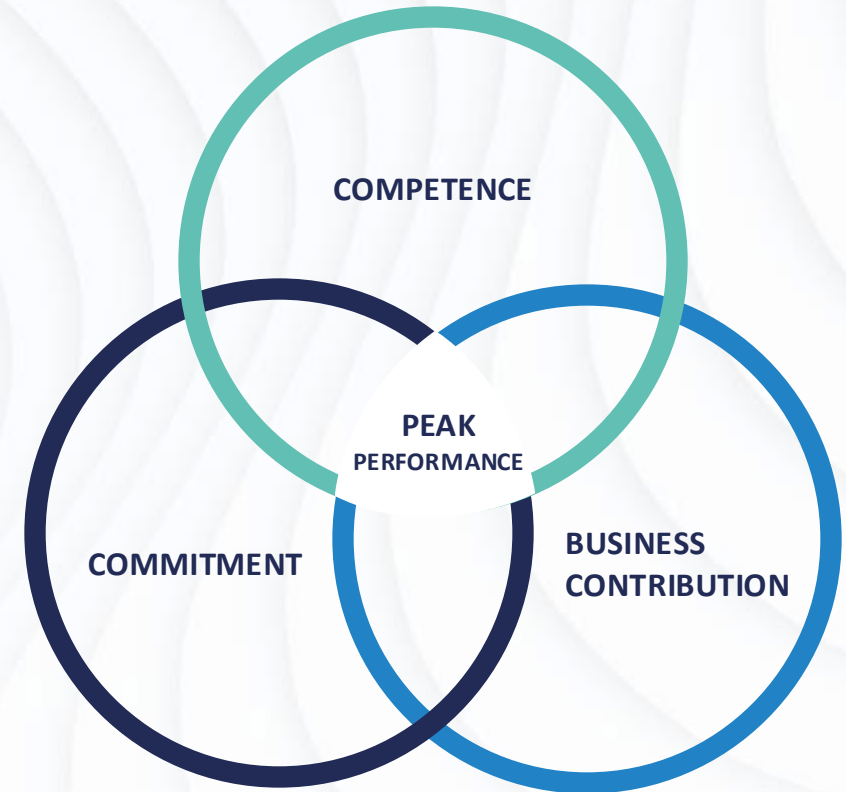
HR from the Outside-In

Week 1



Human Capability & High-Performing Talent

Week 2



Action Learning Project

Week 3

Participants choose one of the following application activities to put into practice what they've learned so far. There is a **consultant-led session** after this week, as well, to discuss questions and insights.



Practice HR from the Outside-In: Customer Conversation

Begin to shape HR practices and strategies based on customer insights by engaging in a direct conversation with a customer.



Career Stages: Introduction to Line Leader

Introduce the Career Stages Framework to the line leader you partner with. Invite them to consider their own stage and the stages of their direct reports. Help facilitate plans to develop direct reports' careers.



Giving Employees a VOI2CE2

Consider an employee that's at risk of disengaging. What is their career orientation, and what VOI2CE2 levers can you and their line leader use to build engagement?

Application Project 1

Practice HR from the Outside-In: Customer Conversation

As Dave taught, Wave 4 of the evolution of HR goes beyond strategy to align HR's work with business context and (external) stakeholders. Customers, in particular, can influence:

- Standards for new hires and promotions
- Which employees are rewarded for their efforts
- Internal leadership behaviors and brand
- Performance management processes
- Internal culture



This activity gives you a chance to practice HR from the outside in by engaging in a direct conversation with a customer, which will enable you to begin to shape HR practices and strategies based on customer insights.

Preparation

- Identify a customer who has had significant interactions with the organization. This could be a long-term client, a frequent buyer, or even a recent customer with strong feedback.
- Schedule a 30-minute conversation between the HRBP and the customer. Ensure both parties are aware of the purpose of the conversation.

Setting the Context

- Begin the conversation by thanking the customer for their time and explaining the objective of the discussion.
- Assure the customer that their feedback is valuable and will be used to improve internal practices to better serve them in the future.

Guided Conversation

- Ask the customer about their overall experience with the organization.
- Probe into specific interactions they've had with various departments or teams.
- Ask about any challenges or pain points they've faced and how they felt the organization responded.

Building the Right Culture and Developing Leaders and Leadership

Week 4

9

Organization Capability
and the Market-
Oriented Ecosystem
(MOE)

10

Build the right culture
to impact customer
& employee
experience

11

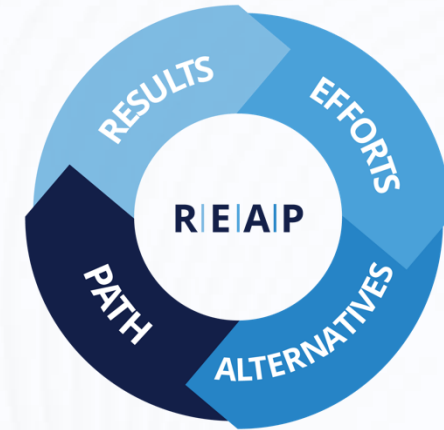
How HR drives
a distinctive
leadership brand

12

Coaching for
Results



Consultant-
facilitated live
session



Action Learning Project

Week 5

Participants choose one of the following application activities to put into practice what they've learned so far. There is a **consultant-led session** after this week, as well, to discuss questions and insights.



Use the REAP Model in a Coaching Session

The REAP model for coaching can be used during formal coaching sessions or in any conversation where individual change is needed. If there is no opportunity to have a coaching conversation, use the REAP model to practice self-coaching for a situation you are facing.



Defining Your Right Culture

Creating the right culture begins with clarifying what you want to be known for in the eyes of your target customers. In this project, you'll follow a structured process to define a shared identity, validate it with customers, and assess the shifts needed to align your internal culture with external expectations.

Application Project 5

Use the REAP Model in a Coaching Session

The impact of coaching for ongoing development career progression, engagement, as well as positive and sustainable performance in the organization is compelling. Increasing individual coaching effectiveness provides great value to the organization.

The REAP coaching model provides a strong framework for the skills you need to be an effective coach.



The purpose of this exercise is to equip you with the tools and understanding to conduct an effective coaching conversation using the REAP model, fostering clarity, reflection, and actionable solutions. Let's start with a recap of REAP.

- R** The model starts with the **result** the client is trying to achieve because without a clear handle on the end result, it's difficult to move forward in the coaching session, or to find a reason for the coaching session at all.
- E** Next is **efforts** and/or **examples**, and it is here where we begin to get as much information as we can from the client. We talk about what's been done in the past, what's worked well and what hasn't, and how he or she feels in the current state. If you are going to the individual to have a coaching discussion (as opposed to them coming to you), asking them for examples of the observed behavior should be utilized.
- A** The third step is **alternatives**. Here you help the client think bigger than past efforts. What is possible? Help them remove mental constraints, be creative, and build a lot of various options.
- P** After the previous three steps are complete, your client may feel comfortable moving forward with one **path** in particular. Or you may be able to help them make a choice about what to do next. Regardless of the path chosen, the client is the one who needs to do the choosing.



HR Business Partner Simulation Experience

Week 6

Strengthen your ability to deliver greater business impact through a dynamic, real-world HRBP Business Simulation.

- **Learn by Doing:** Gain hands-on experience making strategic HR decisions in a realistic, risk-free environment — before applying them on the job.
- **Tackle Real-World Challenges:** Practice navigating complex, high-pressure situations where profitability, risk, growth, and sustainability are constantly in tension.
- **Bridge Theory and Practice:** Connect strategic concepts to everyday HR realities through engaging simulation rounds, guided discussions, and feedback.
- **Flexible Virtual Delivery:** Participate in a 4-hour, highly interactive virtual session that blends teamwork, simulation, and practical tools.



HR Academy Supplemental Self-Paced Modules

13

Increase agility and effect meaningful change

14

Critical dimensions of an effective HR department

15

Managing HR practice areas more strategically

16

Simplify Complexity

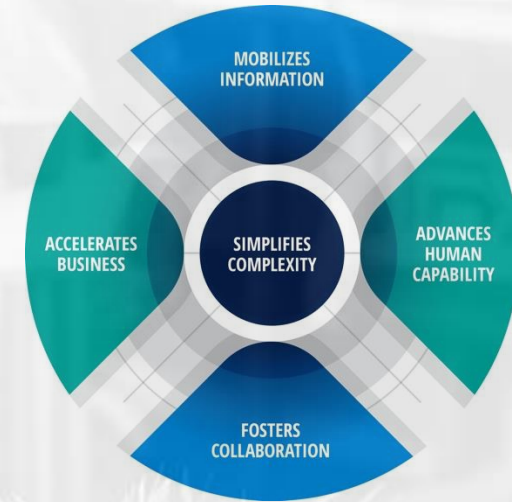
17

Foster Collaboration

18

Your HR Agenda

These modules can be completed after the academy based on the participant's interest. **There is no facilitated session for these modules**



Academy feedback

from senior HR leaders

Participant **Feedback** from the Dave Ulrich HR Academy

 | The **RBL** Group



If this video is unable to play, follow this link:
youtu.be/42lISNnHscA.

Value of the Dave Ulrich HR Academy

KEY BENEFITS

- Learn how to adopt an **outside-in approach** in your HR practice that drives business impact.
- Build a clear framework to respond to the **changing business context**.
- Identify target HR outcomes in organization, leadership, and talent required to **deliver strategy and required capabilities**.
- Increase success through the organization of your own **HR department and HR practice effectiveness**.
- Builds skills to co-create solutions with stakeholders through **individual competencies**.

Number of Participants	1 Year per participant	2 Year per participant	3 Year per participant
30/year	\$1,800	\$1,620	\$1,440
100/year	\$1,440	\$1,260	\$1,080
500/year	\$1,160	\$980	\$800
1,000/year	\$1,040	\$860	\$687
2,000/year	\$920	\$750	\$560

*Cost per subscription; final price based on exact number of participants

Accreditation



Coming soon



CIPD

Facilitated by Dave Ulrich and RBL Senior Experts



Dave Ulrich

Ranked as the #1 management guru by Business Week, profiled by Fast Company as one of the world's top 10 creative people in business, and listed as a top 5 coach in Forbes, Dave Ulrich has a passion for ideas with impact. In his writing, teaching, and consulting, he continually seeks new ideas that tackle some of the world's thorniest and longest-standing challenges.

Contributing Consultants



Ernesto Uscher

Ernesto has more than 30 years of experience working as a consultant and coach helping organizations, leaders and HR teams become highly effective in the global markets.



Jessica Johnson

Jessica serves as an executive coach, teacher, and facilitator and is dedicated to advancing the fields of Leadership and Strategic HR by connecting leaders with practical tools, leading-edge theory, and opportunities to learn from each other.



Joe Hanson

Program Leader

Joe is an experienced consultant recognized for partnering with HR and business teams in complex business turnarounds and successful organizational transitions. He has redesigned numerous HR and other functional organizations and has created comprehensive development programs aligned to new designs.



Anne-Marie Law

Strategic Advisor

Anne-Marie is an Executive HR Leader with 25+ years of successful experience transforming diverse global organizations across geographies, industries, and cultures.



Allan Freed

Allan has worked with over 100 organizations on HR transformation, HR strategy development, HR executive education, and leadership development projects.



Darryl Wee

Darryl is a dynamic communicator, a strategic thinker, and a change agent who is able to distill complex situations into executable action plans to align the organization to common goals.



RBL

ACADEMIES

THE  **GROUP**

The Dave Ulrich Academy

The academy is built around three research-based dimensions:

How HR Creates Value

HR isn't about HR; it's about the value HR can bring to the business. Learn how to create business value, recognize and respond to trends, and build a digital agenda.

Outcomes of HR

Continue expanding your business value creation capability through learning how to drive results in talent, organization, and leadership.

HR for HR

Dive deep into optimizing the HR department; building capability in people, performance, work, and digital HR; and developing individual competencies.

“I have been through many education experiences on my personal and professional journey and this was the best! Seriously.”

– **Director, Talent Management**



Quick Facts

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- 16 time-flexible online, virtual modules over 6 weeks
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- Designed for HRLTs, HRBPs, COE professionals

For questions or registration, email:
HRAcademy@rbl.net

+ Leading for HR Excellence Masterclass

The Leading for HR Excellence Masterclass engages the organization's most senior HR leaders in understanding and implementing the 10 critical dimensions of a high-performing HR department.

These dimensions enable HR leaders to develop human capability (talent + leadership + organization) that will then be used to deliver stakeholder value.

WEEK 1



WEEK 2



WEEK 3



Quick Facts

- Based on the most recent HRCS and HR effectiveness research
- 12 time-flexible online, virtual modules over 3 weeks
- Weekly live facilitated session with senior RBL consultants
- Designed for HR leadership teams and individuals preparing for senior HR leadership
- Public and private offerings

The Leadership Code Academy

The RBL Leadership Code Academy develops the skills and attributes of leaders in 5 domains that drive business results for internal and external stakeholders:

Strategist

The foundation of being a Strategist is a deep understanding of your organization's stakeholders and then translating that understanding into a growth strategy and correlating capabilities that work in times of extreme uncertainty.

Executor

Executors embrace the agile nature of the new world of work and seek to simplify its complexities. They look for data that will provide guidance for future investments and actions.

Talent Manager

Key to the work of a Talent Manager is the ability to foster a work environment that promotes "believing, becoming, and belonging." They seek to increase collaboration and are champions for diversity, inclusion, and equity.

Human Capital Developer

Effective Human Capital Developers understand that there are different paths and stages that employees grow into throughout their career journey. They also build the internal culture that best meets external stakeholders needs.

Talent Manager

Key to the work of a Talent Manager is the ability to foster a work environment that promotes "believing, becoming, and belonging." They seek to increase collaboration and are champions for diversity, inclusion, and equity.



Quick Facts

- Based on the most recent Leadership Code research & model
- 16 time-flexible online, virtual modules over 6 weeks
- Weekly live facilitated session with RBL consultants
- Designed for managers, directors, and high-potentials
- Public and private offerings

The Talent Academy

The Talent Academy incorporates Dave Ulrich’s decades of research in how to develop talent that is competent, is committed, and contributes. When those three attributes converge, employees can reach peak performance.

The Talent Academy is split into twelve results-based modules:

1 Talent Matters	2 Recognize Your Role as Coach	3 Master Skills to Be an Effective Coach
4 Personalize Work: Care for the Person and Personalize Work Setting	5 Get the Right People on Your Team	6 Improve Employee Performance
7 Develop your people	8 Ensure diversity, equity, and inclusion	9 Communicate with your people
10 Retain and remove the right people	11 Improve employee engagement	12 Deliver a positive work experience



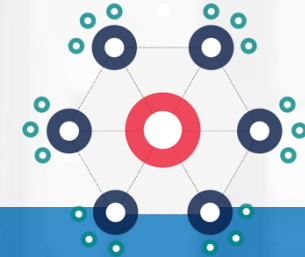
Quick Facts

- Based on the new 2021 HRCS research & model
- 12 time-flexible online, virtual modules over 6 weeks
- Weekly live facilitated session with RBL consultants
- Designed for business leaders, COEs, HRBPs, and generalists
- Public and private offerings

Reinventing the Organization Academy

Based on the book Reinventing the Organization by Dave Ulrich and Arthur Yeung the academy guides you through six dimensions that enable new economy companies like Amazon, Tencent, and others to achieve extraordinary results.

You will come away from this academy with the tools and resources you need to begin to deliver radically greater value in and through your organization.



Quick Facts

- Based on the most recent research by Dave Ulrich and Arthur Yeung in Reinventing the Organization
- 6 time-flexible online, virtual modules over 6 weeks
- Weekly live facilitated session with RBL consultants
- Designed for senior leadership and HR teams, OD professionals
- Public and private offerings

Questions that will reshape your organization

Environment

Do we understand and anticipate the changing environmental conditions that will shape our future?

Strategy

Do we have a clear strategy for growth and a pathway for making it happen?

Capability

Have we articulated and implemented the capabilities that leverage our Market-Oriented Ecosystem?

Morphology

Have we designed the right organizational form or structure to enable our growth strategy?

Governance

Have we designed and delivered the practices in the six governance mechanisms that leverage the MOE?

Leadership

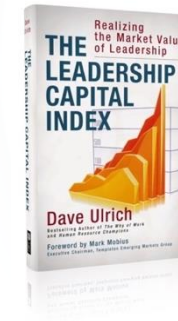
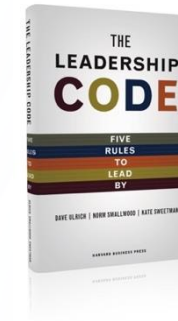
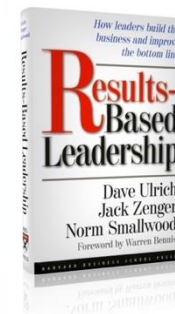
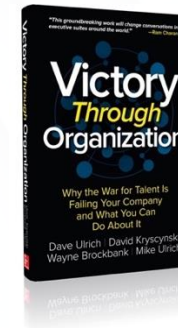
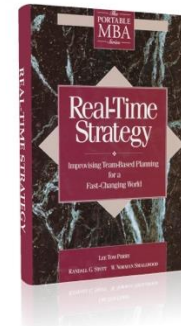
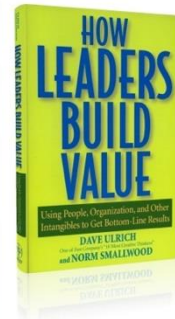
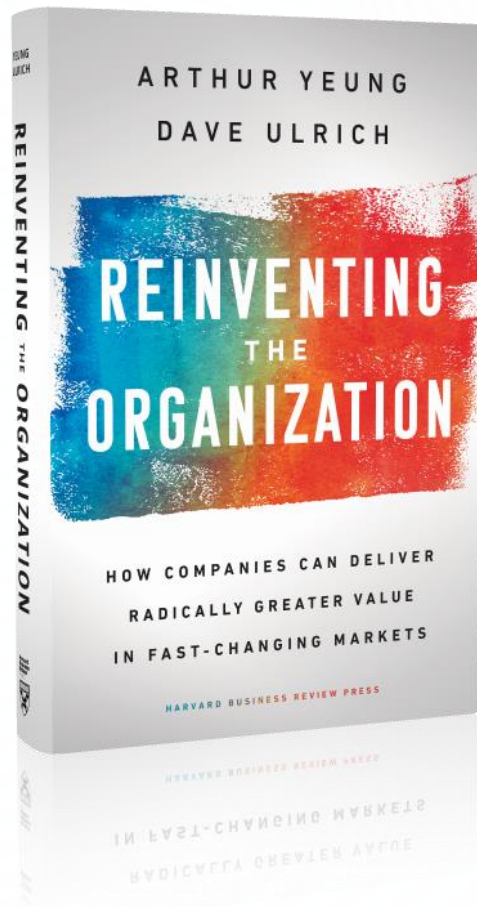
Do we have leaders at the top and a shared leadership brand throughout the organization to ensure success?

A woman with long dark hair and glasses is centered in the frame, looking directly at the camera. The background is a solid blue color with abstract, lighter blue curved shapes on the left side. The overall tone is professional and modern.

ABOUT

THE  GROUP

RBL is a global thought leader and execution partner



We help companies worldwide turn ideas into impact and win in the marketplace.



RBL approach to building client capability



RBL's Human Capability framework to drive greater business impact





THE **rbl**
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A background image of a person in a white lab coat, possibly a scientist or healthcare professional, is visible through a dark blue overlay. The person is looking down, and their hands are near the bottom of the frame.

THE **rbl** GROUP

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Engage With Us **Multiple Ways to Start**

1. High-Impact Consulting Projects
2. The RBL Institute – executive think-tank membership
3. Public & In-House Academies
4. RBL+ Digital Courses