

# ***Strategic HR 3.0***

*An agile development experience for HR leaders*

# A program created by the “Father of modern HR,” *Dave Ulrich.*

*As one of the world's leading business thinkers, **Dave Ulrich** has a passion for ideas that impact the HR profession. He has been ranked as the #1 most influential International thought leader in HR and was recognized as “The Father of Modern Human Resources” by HR Magazine. He has been 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, a top 5 coach in Forbes, and recognized on Thinkers50 as one of the world's leading business thinkers.*



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# Overview

In this age of disruption and volatility, an innovative HR business partner is able to thrive by responding accordingly to external business conditions. We call this “HR from the outside in.” Outside-in HR goes beyond strategy to align its work with business contexts and stakeholders. We acknowledge that HR work still has to be done well—HR administration must be flawless; HR practices must be innovative and integrated; and HR must turn strategic aspirations into HR actions. But rather than rely on these, we see future-facing HR professionals looking outside their organizations to customers, investors, and communities to define successful HR.

We invite teams of HR leaders or high-potential HR practitioners to join us in Singapore for four days of immersive development with RBL’s HR experts.

These four days are divided into two days of classroom learning, a one-month action learning project, and two more days of classroom learning. It’s the ideal blend of theories, tools, and application to build the required strategic HR competencies.

Our curriculum is guided by our bestselling books, *Victory Through Organizations*, *HR From the Outside In* and *HR Champions*. This perspective provides a synthesis of the best research into what makes effective, business-focused HR leaders.

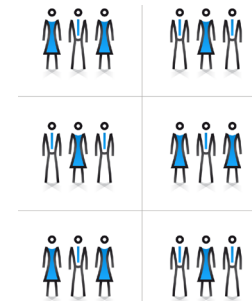
You will attend this learning experience with a team from your company along with teams from four or five other companies. This helps to build your network as well as provide you with different perspectives on how to apply the frameworks.



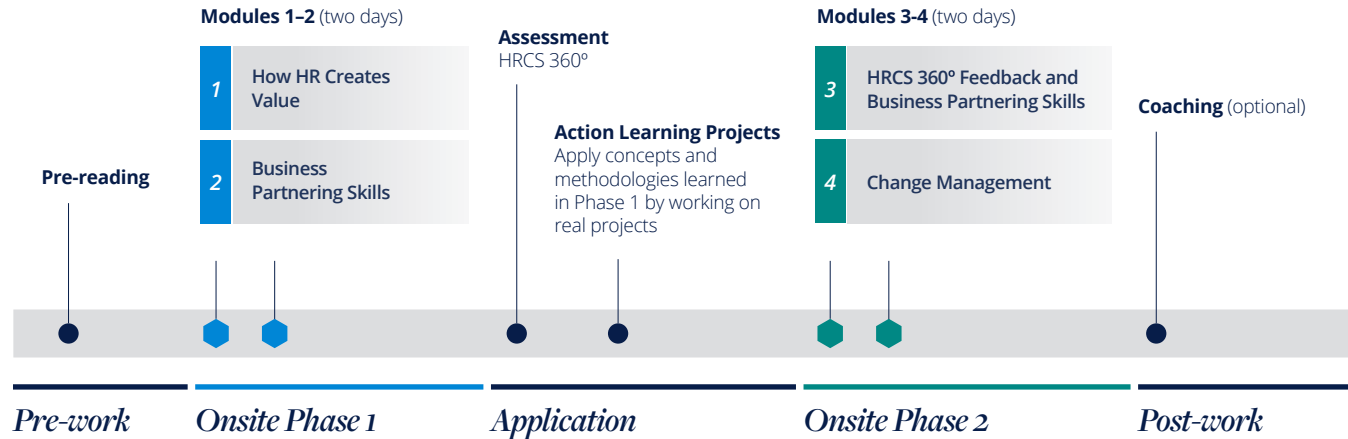
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## *Strategic HR Incubator*

Participation is limited to teams of three participants from a maximum of six companies.



# Program Outline



# Onsite Learning

Your team of 3 HR leaders will join four or five companies to experience two robust learning sessions in Singapore, where RBL faculty will introduce core models, frameworks, and practical tools for leadership excellence in a highly competitive, global environment. The design of the program enables teams to share and learn best practices from each other and from the other participating companies.

## Phase 1: HR from the Outside-In

### *Module 1*

**How HR  
Creates Value**

### *Module 2*

**Business  
Partnering Skills**

## Phase 2: HR as a Business Ally

### *Module 3*

**HRCS 360° Feed-  
back and Business  
Partnering Skills**

### *Module 4*

**Change  
Management**

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# Phase 1: HR from the Outside-In



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## How HR Creates Value

Strategic HR means creating value for stakeholders outside of HR. HR's place at the table depends on its ability to use business acumen and an outside-in perspective to identify the organizational capabilities the organization has or needs. These organizational capabilities enable the strategy and create intangible value. HR professionals create value by prioritizing and focusing on building those capabilities.



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## Business Partnering Skills

Strategic HR professionals perform their best work as partners to the business, particularly in addressing the challenges facing its systems, culture, and the people in it. With the right perspective and tools, HR professionals can overcome the pull towards being just “an extra pair of hands.” As business partners, they influence, initiate, and facilitate processes that solve pressing problems and help their business deliver results.

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## Phase 2: HR as a Business Ally

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### HRCS Feedback

Participants will receive their HRCS Feedback from their boss, direct reports, peers and self. This feedback focuses on helping participants understand the HR competencies needed to develop both personally and professionally. Participants learn to implement ideas with impact, think outside-in, and contribute to business performance.

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### Change Management

HR professionals must help business leaders think strategically about the pace and progress of the required changes. Technical and practical understanding of change management principles is essential to help organizations change to respond to external demands, create higher intangible market value, implement strategies, plan for the future, and create excitement among employees.

# Offsite Application

Learning is accelerated when it is applied and when the consequences of choices are visible. RBL's Strategic HR 3.0 offers application and support for the learning beyond the classroom.

## ASSESSMENTS

Participants will take the HRCS 360, which is based on the largest and most empirical global study on HR competencies. This will help individuals identify strengths and opportunities and gain valuable insight into how they can grow and best deliver value to the business.

## APPLICATION

Between Phase 1 and 2, teams will receive a targeted, group coaching session from RBL faculty to discuss application of the key concepts and tools to their specific organizational challenges.

## POST PROGRAM FOLLOW-UP (OPTIONAL)

RBL faculty will follow up 45-60 days post-program to reconnect and discuss future action planning with each team. We also recommend Individualized coaching (optional) for developing key actions from the Strategic HR 3.0 experience.



## Details

To reserve a place for your company or to get more information about this program, email [spar@rbl.net](mailto:spar@rbl.net).

**Participant Profiles:** HR Business partners, Functional HR heads, or High Potential HR Leaders

**Cost per company:** SGD\$8,800\* (3 participants), or SGD \$3,800\* (1 participant)

**Single Participants:** Possible to attend as a single participant. The Action Learning Project will be done as an individual.

\*Includes all program fees, materials, optional group coaching session, HR Competency 360 group/individual feedback reports, and meals during the session. Prices exclude GST.