



+ *The 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."

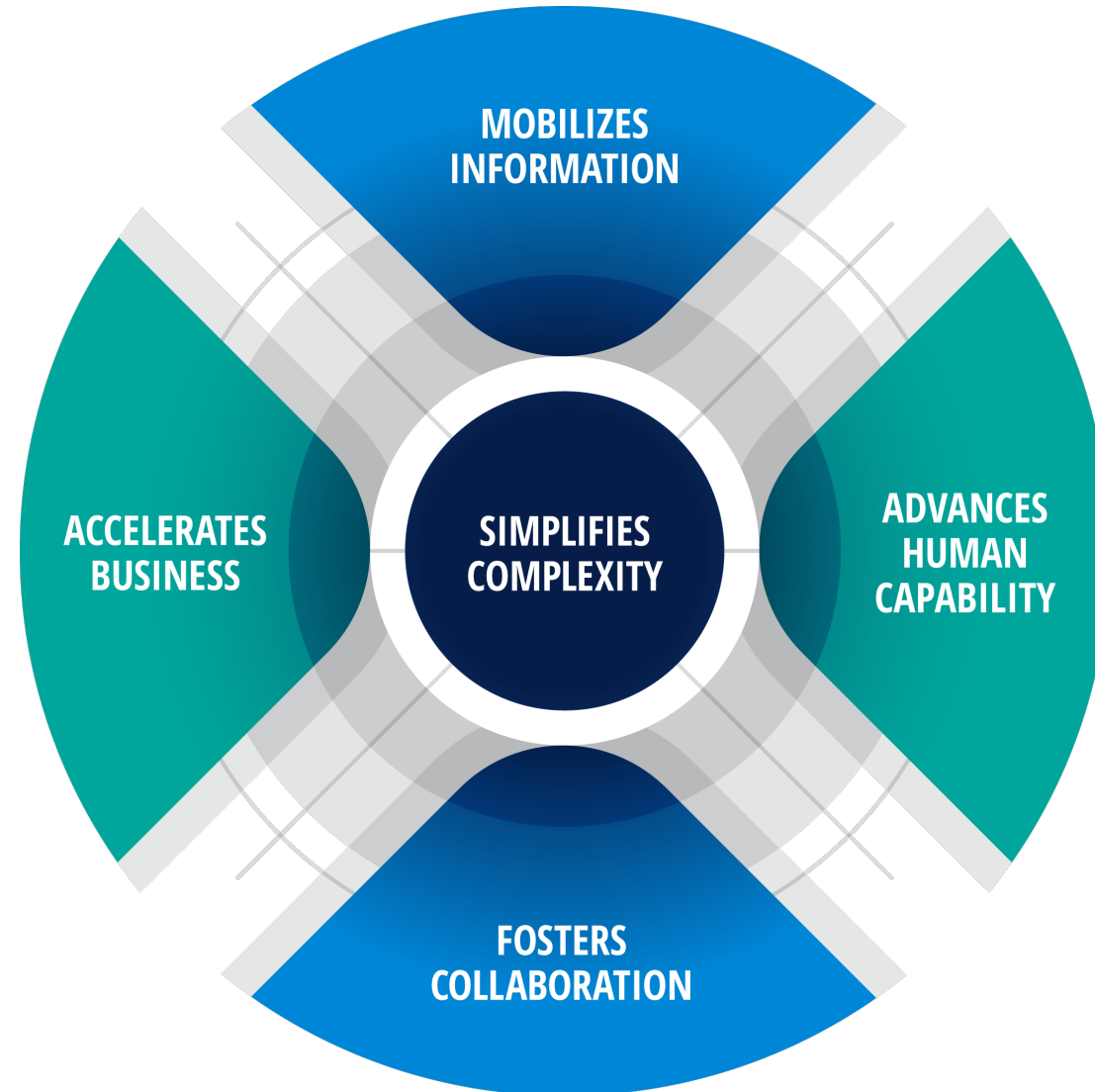
Dave Ulrich,
Co-Founder, The RBL Group



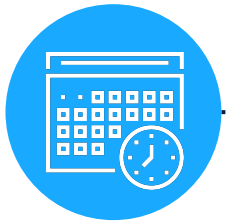
Learn from the "Father of Modern HR"
– HR Magazine

HRCS 2021

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

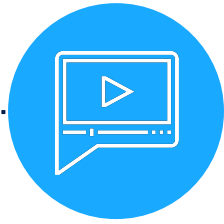


The Dave Ulrich HR Academy offers a best-in-class virtual, tailored development program



Flexible

16 modules over
8 weeks,
60 minutes
per module
(a 4-week option is
also available)



Instruction from Dave Ulrich

Personalized videos
from Dave Ulrich and
other HR and
industry experts



Consultant-Led Education

Weekly consultant
facilitated live
sessions



Focused on Individual Development

Personal coaching and
HRCS Competency
Assessment



Collaborative

Collaboration and
dialogue that taps the
collective genius
within your HR and
leadership teams



Accredited

Earn 24 continuing
education credits
through HRCI
and SHRM

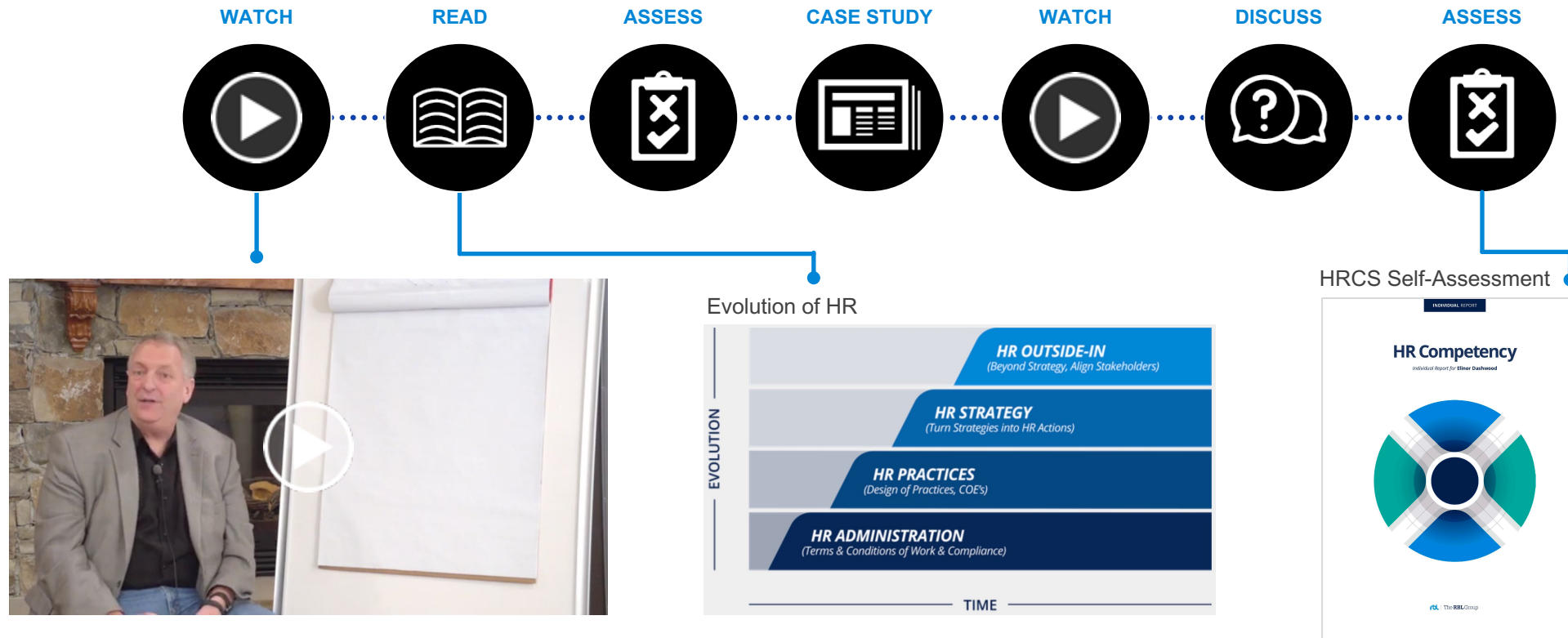
This researched-based program covers three dimensions:

(1) Outside-in HR value creation & business context , (2) outcomes of HR, and (3) competent HR departments and professionals

Business Context & HR Value Creation	HR Outcomes	HR for HR
<p>HR from the Outside-In Learn where HR has been and where it's going, and assess your own HR practice</p> <p>Factors Driving HR's Evolution Determine how to respond to the changing context within which HR operates?</p>	<p>Talent Enable your organization's talent to operate at peak performance by building competence, meaning and increased levels of commitment</p> <p>Organization Deliver on organization capabilities that ensure success in the new economy (i.e., agility, collaboration, innovation, right culture etc.)</p> <p>Leadership Build the right leadership competencies and systems at all levels, and drive effective leadership brand</p>	<p>HR Department Create the optimum HR Department to deliver value inside and outside the organization</p> <p>HR Practices Learn how to apply key principles from the latest thinking and research around people, performance, work, and digital HR</p> <p>Competencies Focus your HR Team development on competencies needed to succeed in the new economy?</p>

A day in an academy sprint

In two 60 minute modules per week – individuals will learn from experts that 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.

Academy Content: HR's Fundamental Assumption

In each module, there are 3–5 videos from Dave Ulrich. The video below is from Module 1.



If this video is unable to play in PowerPoint, follow this link: youtu.be/g7qmR6Vpq5o.

Academy Content: Polls & Discussions

In this series of activities, participants complete a poll and then have a discussion informed by the results of that poll.

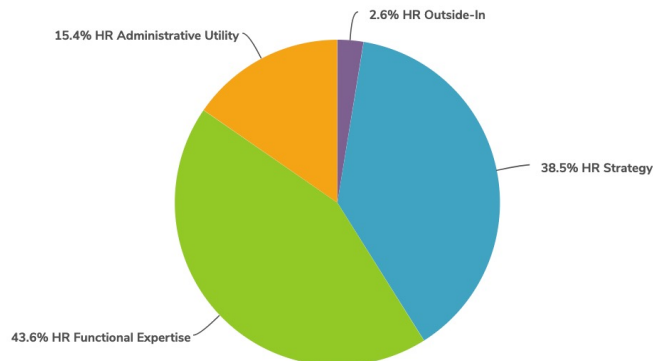
Your Company's HR Stage

1. In which stage of the evolution of HR does most of your organization's HR work occur?

- ☐ HR Outside-In
- ☐ HR Strategy
- ☐ HR Functional Expertise
- ☐ HR Administrative Utility

Submit

1. In which stage of the evolution of HR does most of your organization's HR work occur?



Discuss

Current state: How do your business leaders view which stage of the HR evolution are you in now?

Strengths: What are the strengths of your current HR department?

Opportunities: What are the biggest opportunities for us to move to the next stage?



Tiffany B

Apr 12, 2021 2:42 pm



Several months prior to COVID, we restructured to begin our transition to a more strategic function in the organization. Our HR department is in a transition from Wave 2 to Wave 3 and our leaders recognize this as our current state, but they are eager for us to move to the next phase.

As a department, we excel at the administrative and best practices parts; we meet operations' demands and needs exactly where they are. As we further our transition to play a strategic role, we have an opportunity to (for lack of a better phrase) break old habits and settle in our comfort zone of functions we already do well.

3 Likes | Reply



Wendy M

Apr 14, 2021 12:32 pm



Tiffany I relate closely to your post. For a good period of time, I was the only HR resource in the company. As we continue to add resources, we do so to ensure Waves 1 and 2 remain solid, which hopefully allows me to focus on Wave 3. I would say we are dabbling in Wave 3, but there is a significant push from leadership to get there quickly.

This transition requires that I pull away from my comfort zone - its terribly difficult to move on from those things you do well and enjoy.

0 Likes | Reply

Academy Content: Facilitated Sessions

Facilitated Sessions

- Provide a space for RBL consultants and academy participants to discuss application specific to the participants' organization and situation.
- Include company-specific and mixed breakout sessions.
- Allow for networking opportunities.
- Include additional case studies.
- Held via Zoom and recorded for future reference or for those that can't attend.



The video thumbnail features a blue-tinted background image of three people in a meeting. Overlaid on this is the RBL logo and the text 'The RBL Group'. The main title of the video is 'How do you transition your mindset from traditional HR to HR from the outside-in?'. Below the title, there is a circular profile picture of Allan Freed and his name and title, 'Allan Freed Principal Consultant'.

*This video is audio only to protect the identity of the participants.
If this video is unable to play in PowerPoint, follow this link: youtu.be/tqGcbansqMk.*

Why the Dave Ulrich HR Academy is the **most relevant program** for HR professionals in your organization?

- 1 **Changes mindset and language** from an internally focused, “traditional HR” to an **outside-in, business impact** orientation
- 2 Builds skills to **co-create solutions** with stakeholders that **shape business results**.
- 3 Defines a **clear path** to respond to the **changing business context**.
- 4 Enhances ability to develop the right organizational capabilities to **succeed in the new economy**.
- 5 Identifies specific HR outcomes in **organization, leadership, and talent** required to **deliver strategy and target capabilities**.
- 6 Expands capability to **generate competence, contribution, and commitment** for individuals.
- 7 Increases understanding of how to succeed through the **organization of your own HR department**.
- 8 Boosts **individual competencies** and **HR practice effectiveness**.



Program overview & outcomes: Modules 1–8

Week 1: HR from the Outside-In

1

How HR brings value from the outside-in

2

Anticipate environmental, stakeholder & digital trends



Consultant-facilitated live session

Week 2: HR Outcomes

3

Key outcomes in talent, organization & leadership

4

How HR can align and build the right talent



Consultant-facilitated live session

Week 3: HR Outcomes

5

Reinvent and align your organization to target capabilities

6

Build the right culture to impact customer & employee experience



Consultant-facilitated live session

Week 4: HR Outcomes

7

Increase agility and effect meaningful change

8

How HR drives a distinctive leadership brand



Consultant-facilitated live session

Participants complete two 60-minute sprints during each week in which experts guide participants to discuss concepts, shape them to their challenges, and create action plans and drive successful change. At the end of each module there is a live consultant-facilitated session for further education.

Program Overview & Outcomes: Modules 9–16

Week 5: HR Department

9

Defining & utilizing
HR analytics for
strategic
advantage

10

Critical dimensions
of an effective HR
department



Consultant-
facilitated live
session

Week 6: HR Practices

11

Managing HR
practice areas
more strategically

12

Creating a diverse,
equitable &
inclusive culture



Consultant-
facilitated live
session

Week 7: Strategic Competencies

13

HR Competencies:
Introduction &
Business
Acceleration

14

HR Competencies:
Human Capability,
Information &
Collaboration



Consultant-
facilitated live
session

Week 8: HR Agenda

15

HR Competency:
Simplifying
Complexity

16

Creating an agenda
for HR competency
development



Consultant-
facilitated live
session

Participants complete two 60-minute sprints during each week in which experts guide participants to discuss concepts, shape them to their challenges, and create action plans and drive successful change. At the end of each module there is a live consultant-facilitated session for further education.

Academy feedback from senior HR leaders

Participant Feedback from the Dave Ulrich HR Academy

rbl | The RBL Group



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

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.



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.

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.



Allan Freed

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



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.



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.

Sign up for the Dave Ulrich HR Academy – 2nd Asia Cohort (6 Sep - 29 Oct 2021)



Individuals

\$2,500
/participant

*Learn what you need to know, do, and
be to become a more effective HR professional.*

- ✓ Daily lessons from Dave Ulrich and other top HR leaders
- ✓ Weekly live facilitated sessions with an RBL consultant
- ✓ Collaboration with global HR professionals
- ✓ Case studies from the world's top companies

Contact Us



HR Teams (min 10 paxs)

\$1,995
/participant

*Complete the program as a team and dive deep
into the opportunities to create greater impact.*

- ✓ Learn how to adopt an outside-in approach in your HR practice
- ✓ Align philosophy, approach, and tools for entire team
- ✓ Assess effectiveness of your HR Departments, Practices, and Individual Competencies
- ✓ Increase collaboration between members of your team

Contact us



About RBL

Dave Ulrich & Norm Smallwood

- Founded The RBL Group in 1999
- Global leaders in Strategic HR and Leadership
- Authored over 25 books and published hundreds of articles in leading magazines
- Recognized for their work in organization, leadership and HR by groups such as Thinkers 50, Harvard Business Review, HR Magazine, Leadership Excellence Magazine and more



Driving Business Results...

Three Areas of Expertise

1

Organization Strategy & Transformation

Organization is the unique set of critical capabilities that create distinctiveness and competitive advantage. They allow your company to deliver on its promises. Our systems-based approach helps identify and design the capabilities that drive your business and create high performance.

2

Strategic HR

Through years of research and experience we know that HR leaders must think and behave consistent with the strategy of the business. By focusing HR practices on the capabilities that enable the strategy, your HR leaders become strategic partners and contribute to business growth.

3

Leadership & Talent

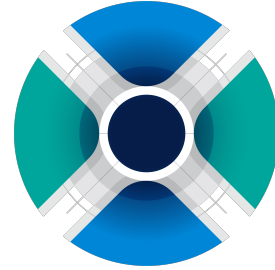
Leaders matter, but leadership matters more. We help you build a leadership brand capability that increases customer, investor, and employee confidence that your leaders will deliver the right results, the right way, today and into the future.

Key RBL Thought Leadership



Delivering HR Transformation

- Original thought leaders of transformation
- 4 phases: Why, So What, How do you do it, and Who does it?
- Outside-In: Focus on aligning with external stakeholder expectations for a compelling case for change



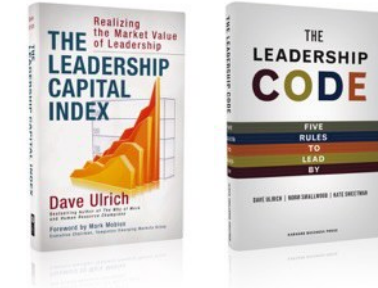
Upgrading HR Competencies Study

- 34 years of data
- HRCS Round 8: (2021) over 28,000 global participants
- 5 key competency domains
- Most comprehensive and rigorous empirical review of HR competencies and outcomes



Redefining Organization Capability

- Redefining organizations as bundles of capabilities
- Shaping an organization culture to match customer needs
- Building the innovative organization (market-oriented eco system or MOE)



Creating Leadership Value

- Based on hundreds of interviews, 360s, and the compilation of leadership studies
- Core set of behaviors that every leader needs, cuts across industry, geography, and level of career
- Line leadership to customer brand and investor value



HRCS Round 8 Competency Model: Domains and Sub-Domains

COMPETENCY DOMAIN	SUB-DOMAIN
Accelerates Business	<ul style="list-style-type: none">• Generates Competitive Insights• Influences the Business• Gets the Right Things Done• Drives Agility
Advances Human Capability	<ul style="list-style-type: none">• Elevates Talent• Delivers HR Solutions• Champions Diversity, Equity, and Inclusion
Simplifies Complexity	<ul style="list-style-type: none">• Thinks Critically• Harnesses Uncertainty
Mobilizes Information	<ul style="list-style-type: none">• Leverages Information and Technology• Guides Social Agenda
Fosters Collaboration	<ul style="list-style-type: none">• Manages Self• Builds Relationships

Global RBL Clients





For more information:

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