



+ *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.”

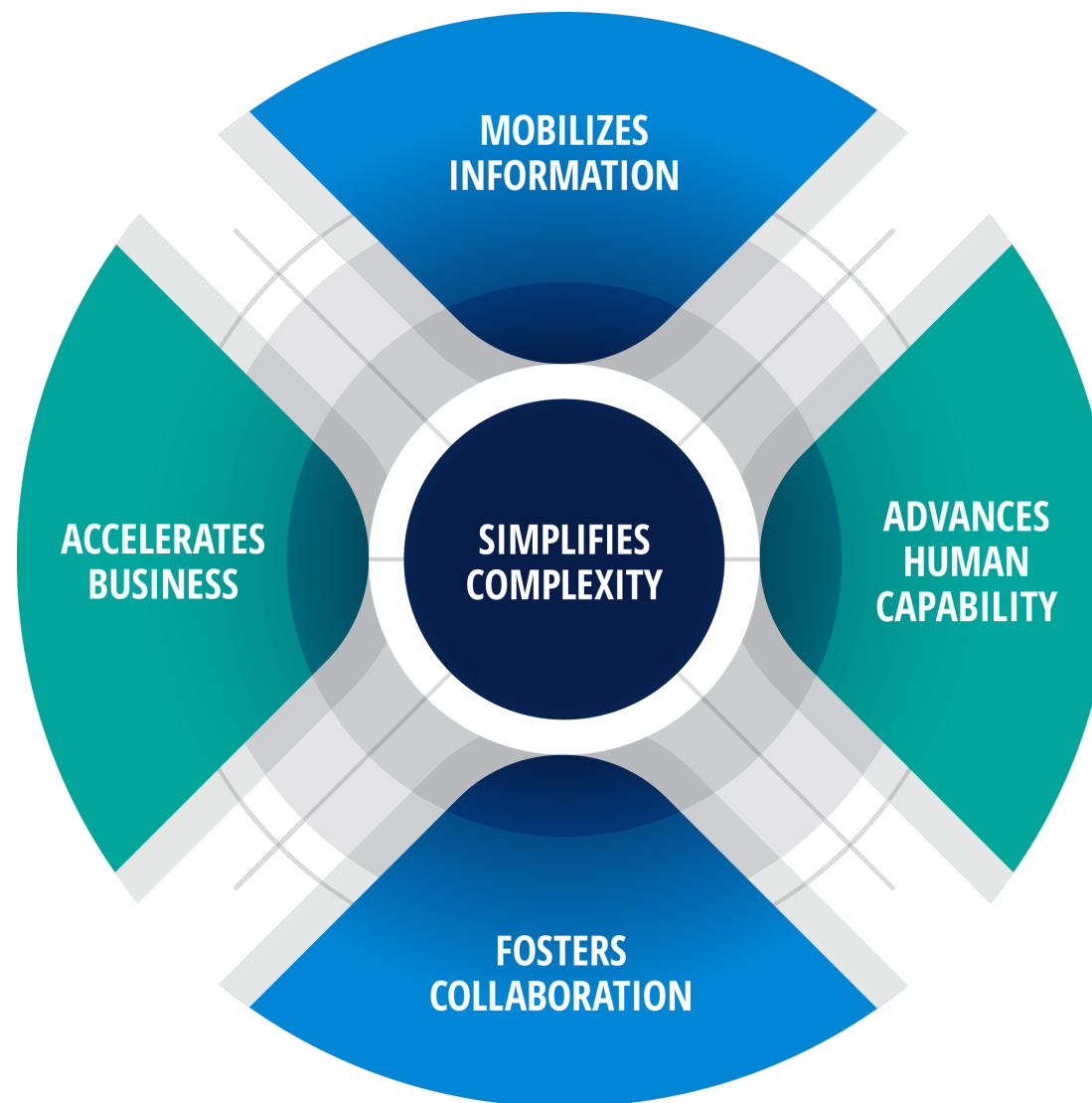
Dave Ulrich,
Co-Founder, The RBL Group



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

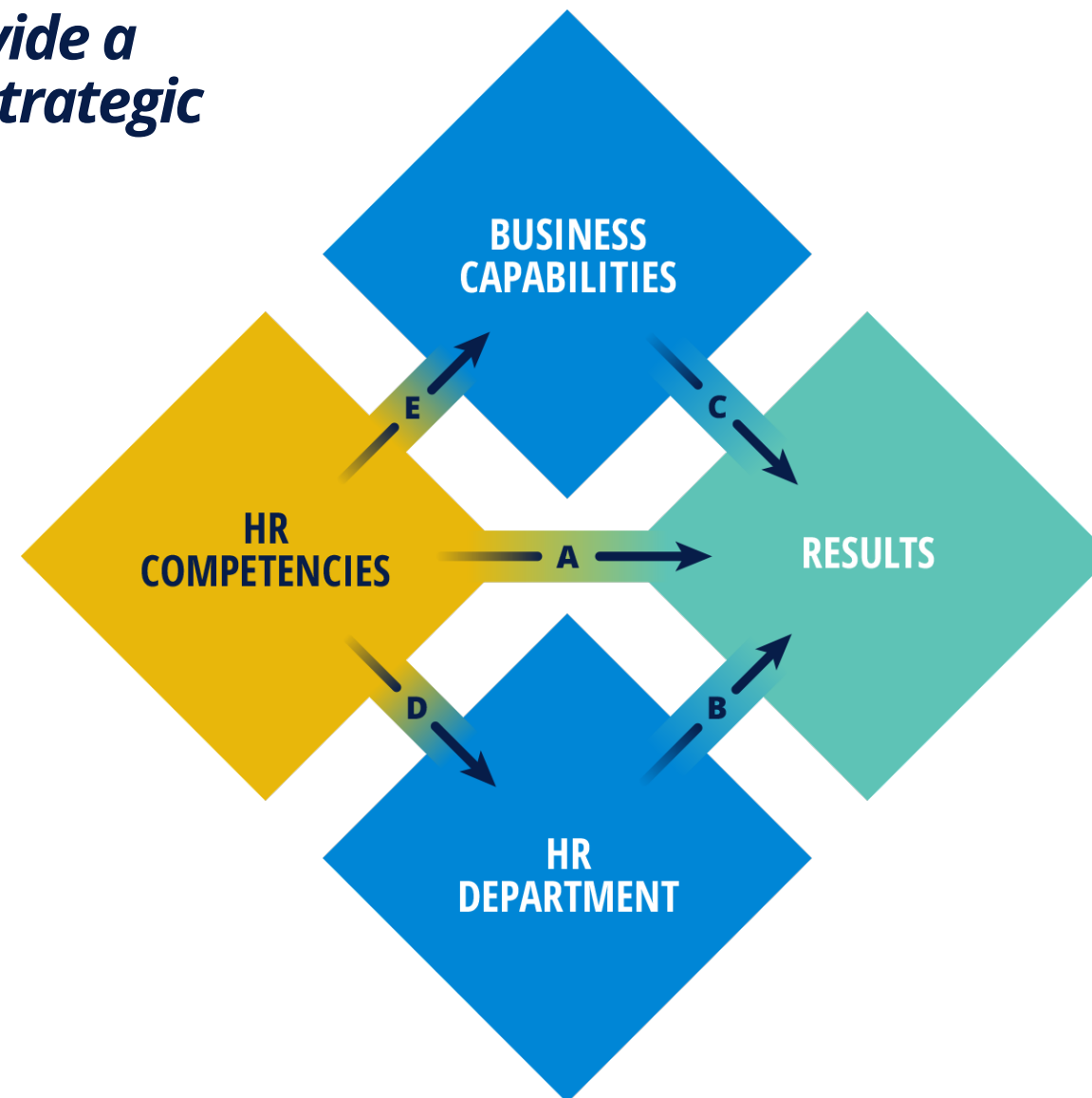
HRCS 2021

*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 integrates the latest research on organization guidance and our global study of HR competencies to provide a world-class learning experience about Strategic HR Capabilities

- 1 Outside-in HR value creation & business context
- 2 Strategic outcomes of HR
- 3 Competent HR departments and professionals



HRCS 2021

Presented in a best-in-class guided learning format



Flexible

- Complete on your own time
- 5–10 minute “sprint” exercises



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



Collaborative

- Tap the collective genius within your HR and peer companies



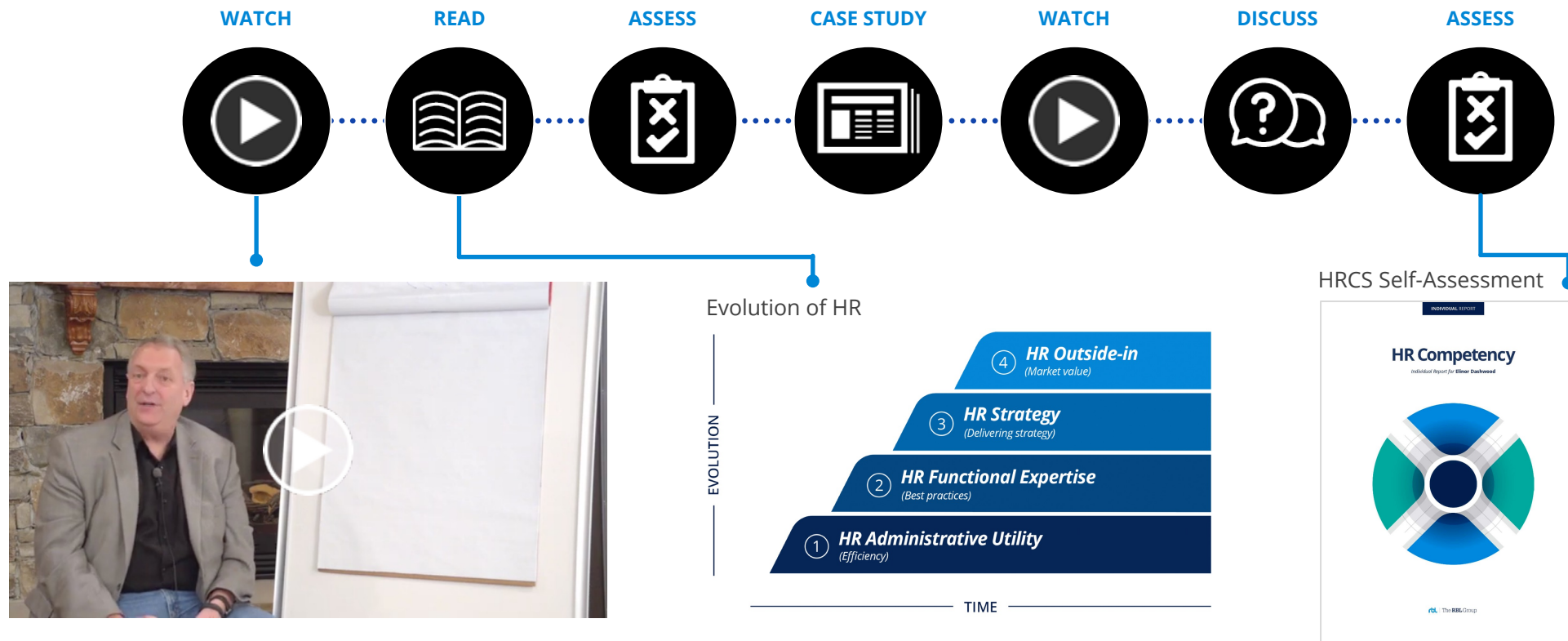
Accredited

- 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.

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

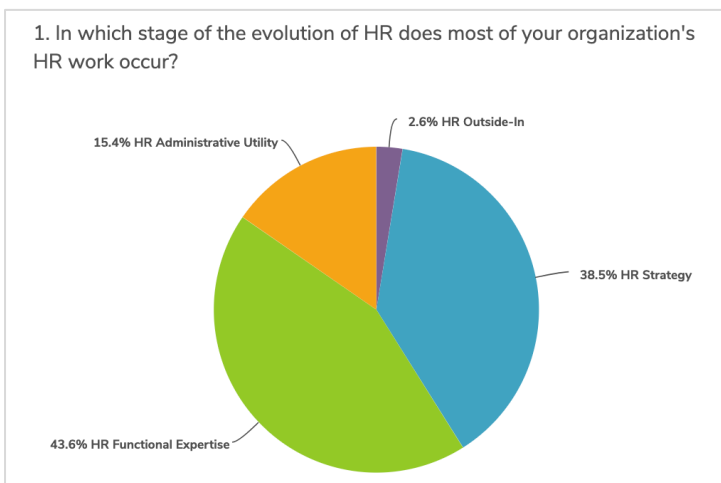
In this series of activities, participants complete a poll and then have a discussion informed by the results of that poll.

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](#)



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 12:52 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.



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How do you transition your mindset from traditional HR to HR from the outside-in?

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.*

Course Overview: 16 modules over 2 months, Week One

HR from the Outside-In

1

HR Value Delivery & Trends

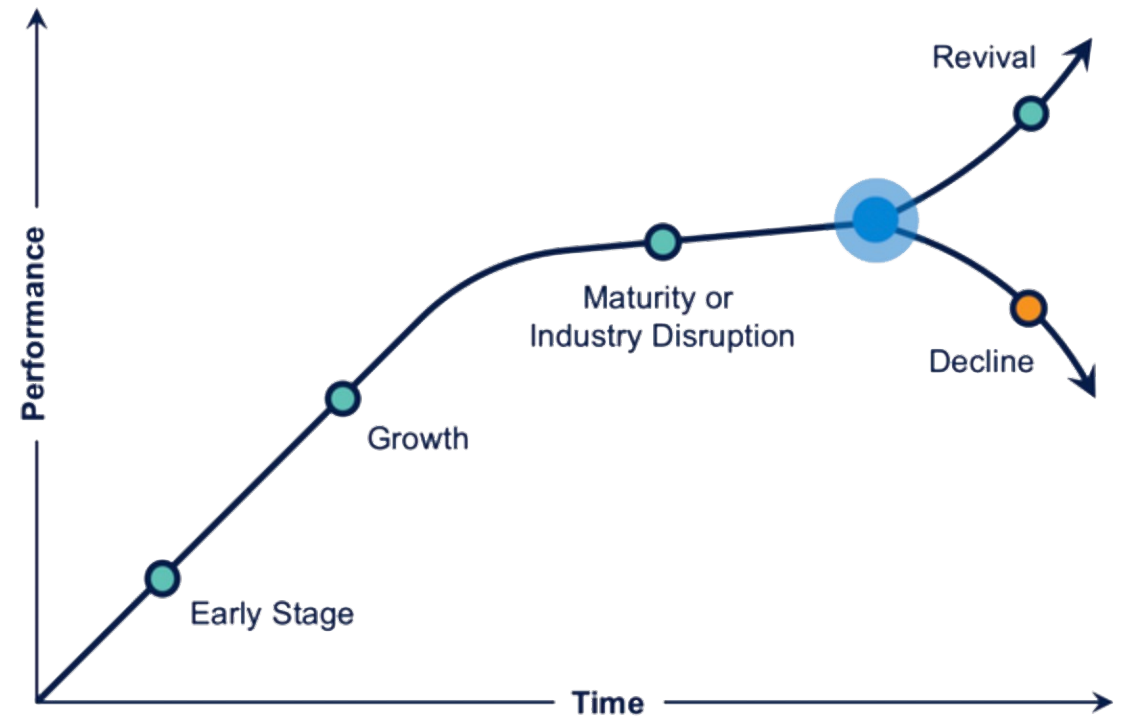
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HR from the Outside-in with Digital Focus



Consultant-facilitated live session

The Business Lifecycle



Course Overview: Weeks 2-4

HR Outcomes



Course Overview: Weeks 5-6

HR Department

9

Defining & utilizing HR analytics for strategic advantage

10

Critical dimensions of an effective HR department



Consultant-facilitated live session

HR Practices

11

Managing HR practice areas more strategically

12

Creating a diverse, equitable & inclusive culture



Consultant-facilitated live session

So that



because of

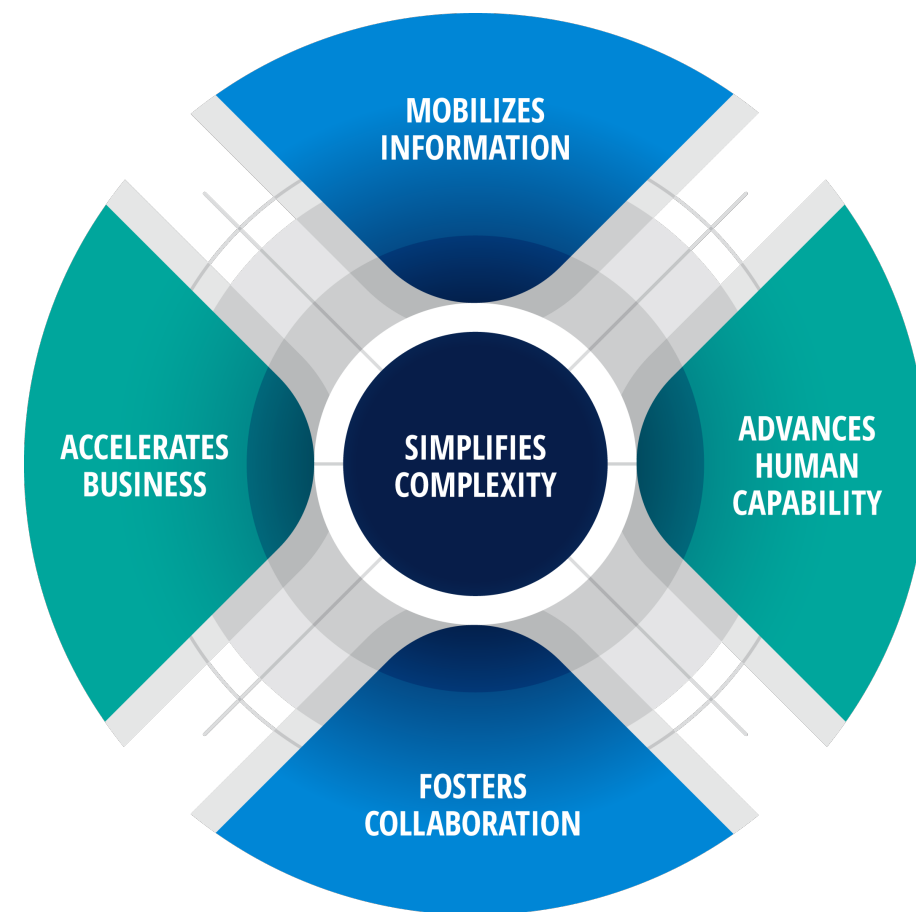


Course Overview: Weeks 7 and 8

Strategic Competencies



HR Agenda



Academy feedback from senior HR leaders

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

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

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**.

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.



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.



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

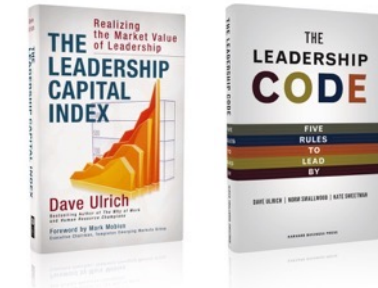
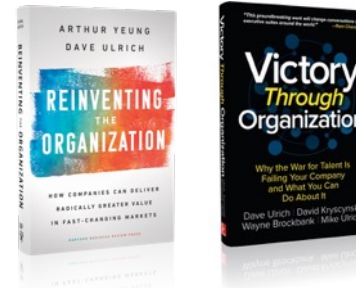
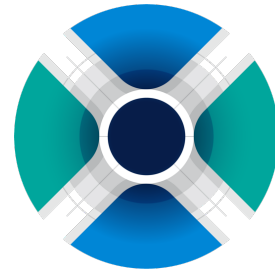
Through years of research and experience we know that HR leaders must think and behave consistent with the strategy of the business. By focusing HR practices on the capabilities that enable the strategy, your HR leaders become strategic partners and contribute to business growth.

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

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

Advances Human Capability

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

Simplifies Complexity

- Thinks Critically
- Harnesses Uncertainty





















Mobilizes Information

- Leverages Information and Technology
- Guides Social Agenda

Fosters Collaboration

- Manages Self
- Builds Relationships

Global RBL Clients



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