



 | The **RBL** Group

Human Capability Exchange 2025

April 23 – 24, 2025



Delivering Stakeholder Value Through Human Capability

with Dave Ulrich
Co-Founder & Partner of The RBL Group

Session Speakers



Dave Ulrich

Rensis Likert Professor
Ross School of Business, University of Michigan

Co-Founder & Partner
The RBL Group

Overall Goals and Agenda

5

IDEAS

**Delivering Stakeholder Value through
Human Capability**

IMPACT



HR Inflection Point: Now is the time for HR

1: HR is not about HR, but creating value for others

2: HR contributes value through human capability

3: HR needs to upgrade HR department and people

4: AI and analytics will guide the inflection

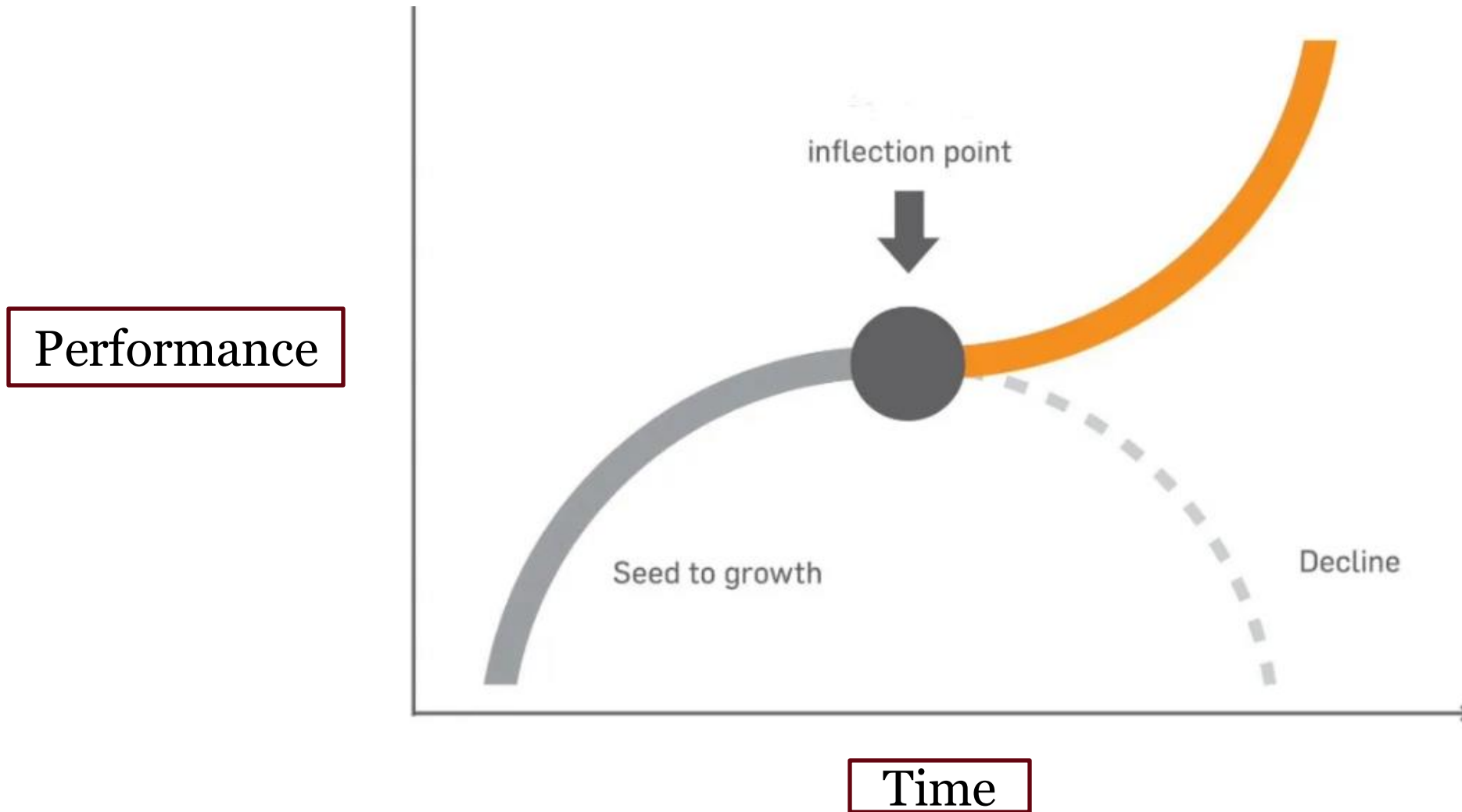
Creating human capability impact

The background features a large, light gray graduation cap (mortarboard) with a tassel on the left. Overlaid on the cap is a stylized profile of a human head facing right. The head is composed of various geometric shapes in shades of gray and blue. A thick orange line traces the top and right side of the head's profile. Two horizontal orange lines are positioned above and below the text.

What are the world challenges facing HR today?

Inflection Point

7



Inflection Points for HR

8

Environment Context

1. Technology (use of AI)
2. Geopolitical trends
3. Regulatory agenda
4. Political politicization
5. Sustainability development
6. Demographic changes / multi generations
7. Individual mental health and expectations
8. Uncertainty and shorter cycle time
9. Cultural gaps: have vs. have nots; elite vs. non elite
10. Workforce insufficiency and labor market challenges

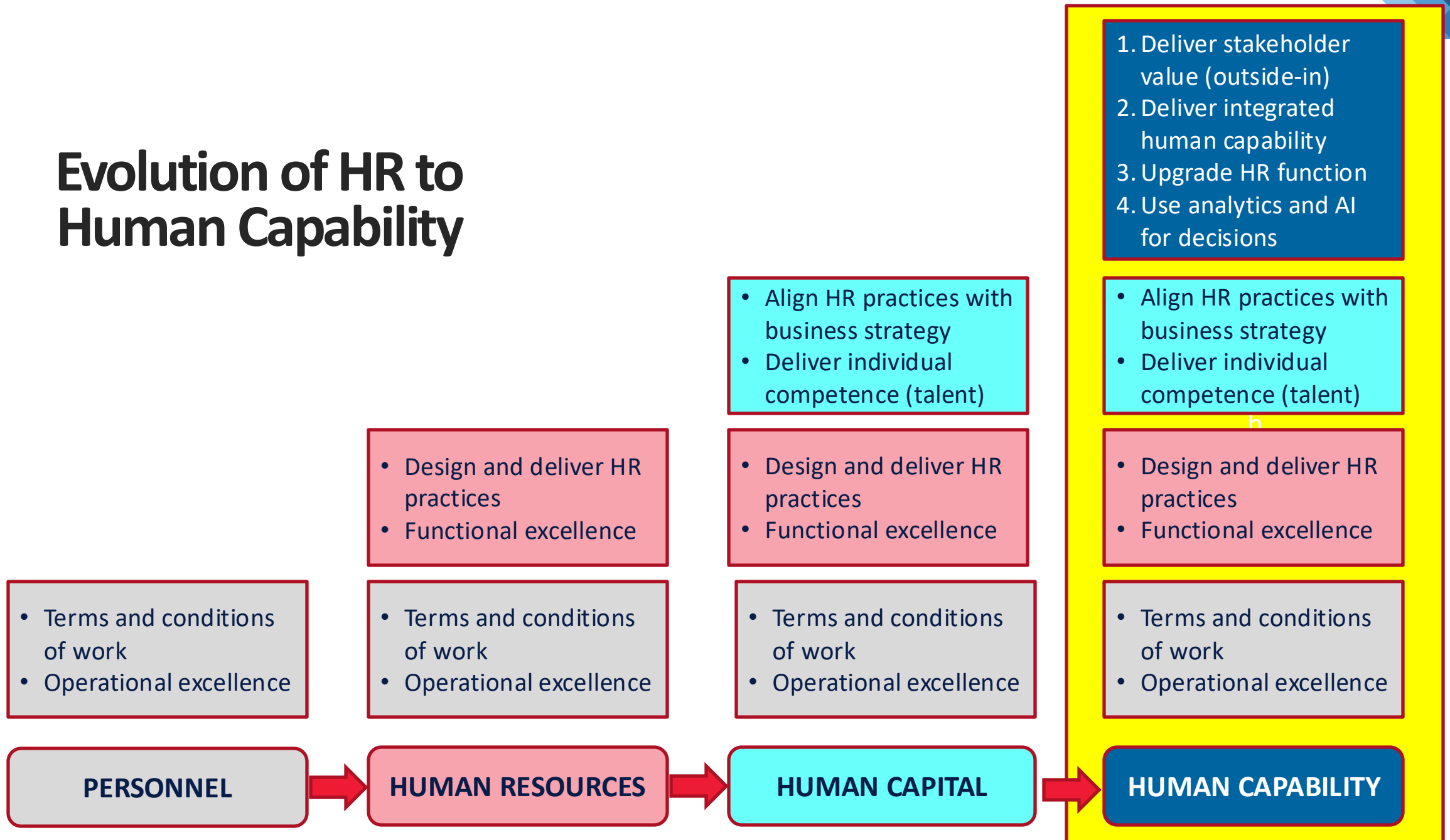


Inflection Points for HR

Evolving inflection points for HR:

1. HR is less about HR and more about delivering stakeholder value for all stakeholders
2. HR integration on human capability (talent + leadership + organization)
3. HR must upgrade the function and competencies of HR professionals
4. HR's increased use of analytics and AI to deliver HR success

Evolution of HR to Human Capability



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Creating human capability impact

Inflection Point #1: Value Creation Logic: Assumption Question

What is the most important “thing” that HR or business leaders can give an employee?

Please select one:

1. A feeling of physical and psychological safety
2. A sense of belief (meaning, purpose)
3. An ability to become better (learn, grow)
4. A feeling of belonging (community, relationships)
5. All the above
6. None of the above

Inflection point #1: HR Value Logic

What is the most important “thing” that HR or business leaders can give an employee?

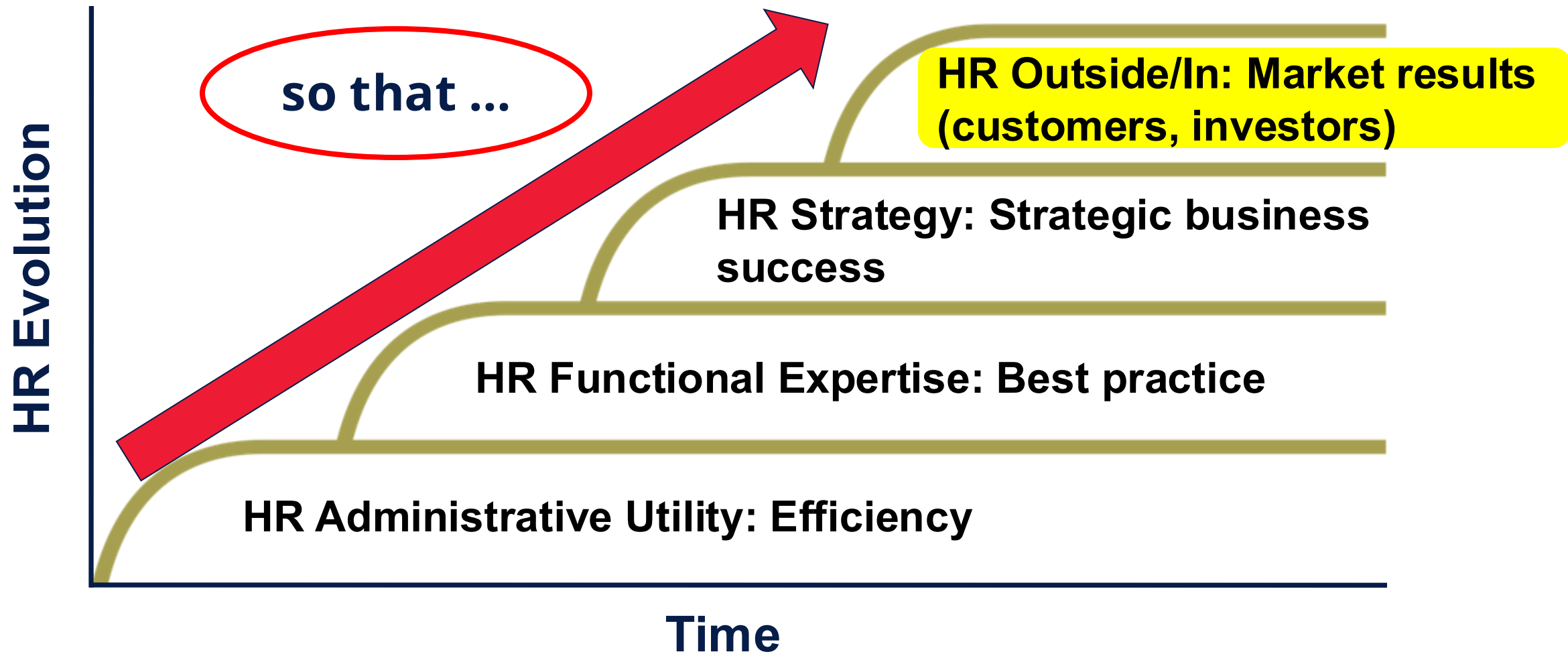
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so that

**An organization
succeeds in the
marketplace**

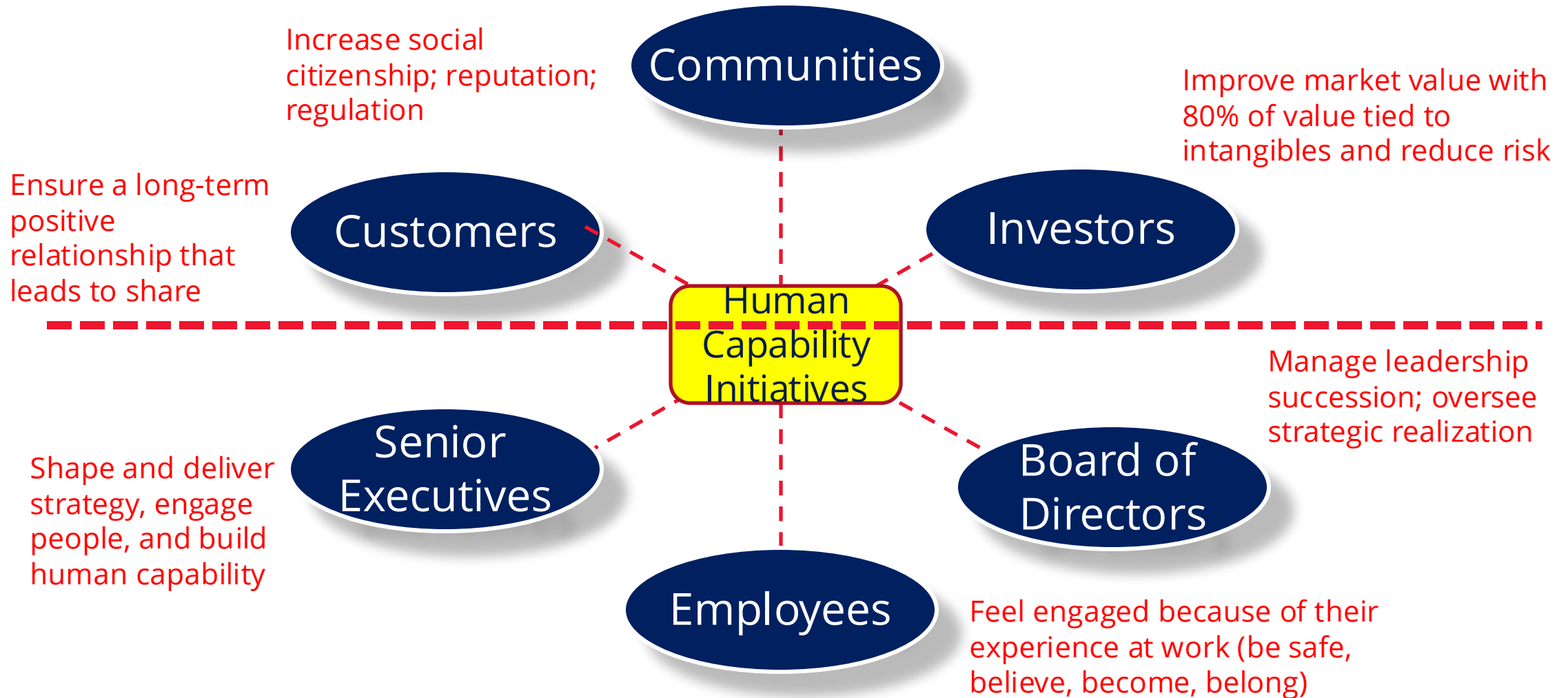
HR outside/in: Evolution of HR stakeholders



Inflection point #1: Who is “human” in human resources?

14

Who are the stakeholders of HR and what do they want?



Assumption about Talent/People

Our people are
our most
important asset

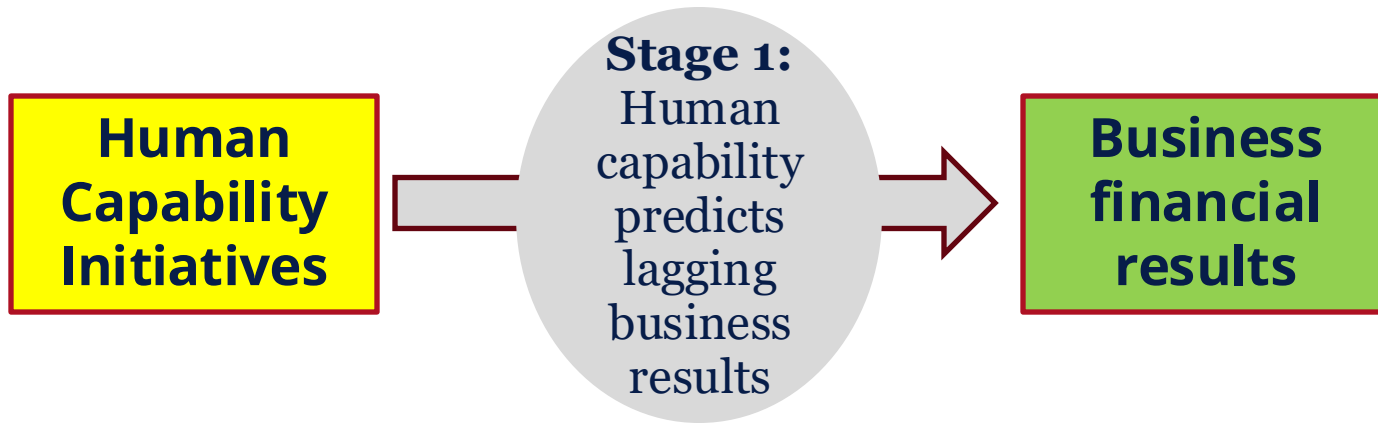


Our people are
our **customers'**
most important
asset

How to Evolve “Connected to the Business” to Stakeholder Value that Determines Business Financial Results

**Business
financial
results**

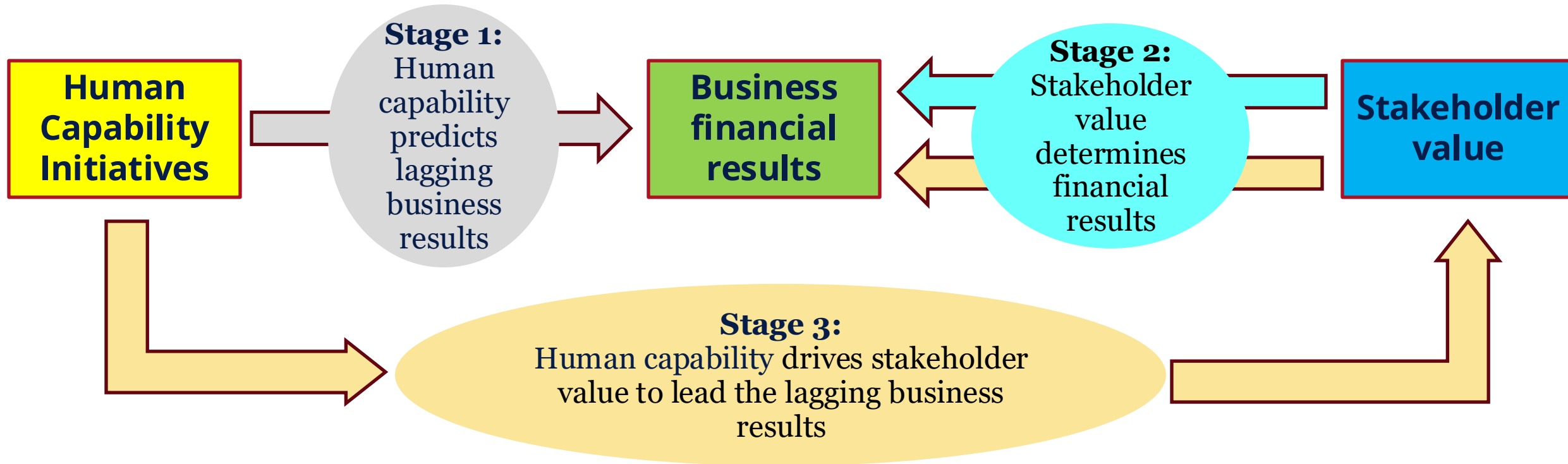
How to Evolve “Connected to the Business” to Stakeholder Value that Determines Business Financial Results



How to Evolve “Connected to the Business” to Stakeholder Value that Determines Business Financial Results



How to Evolve “Connected to the Business” to Stakeholder Value that Determines Business Financial Results



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Creating human capability impact

Human Capability Initiatives

What are some of the latest “HR initiatives” at WHRC 2024?

Transform for future of work

Explore possibilities

Leverage AI to support workforce; AI and people strategy

Future of work and AI

Organization priorities

Constant disruption

Collaborative opportunities

Agile organization

Organization Resilience

Employee experience and engagement

Harnessing HR

Using data for decisions

Paradox of employee and business; People vs. Profit

Talent Acquisition

Leadership strategy Assess and develop

Leadership effectiveness

Remote work

Dynamic employee experience

People priorities

Beyond shared services

Rebirth of HR function with AI

Corporate stewardship

Succession planning

Managing incivility

ESG

Revolutionizing DEI

Next gen employees

39 Latest “HR initiatives” at Horizon Summit 2024

Thriving/ well-being

Don't micromanage:
Coaching and leadership

Leading with ability
and resilience

3 A's of being
great boss

HR and leadership agility
Thriving with turbulence

Bridging generations:
Coaching for AI Era

Empowering change:
Technology & culture

Predictive analytics for
HR

Who moved my cheese:
Culture transformation

Skills and learning:
Futureproof workforce

Transforming HR to
transform business

Cultivating inclusion
across employee cycle

Inclusive intelligence: Role
model DEI

Beating the odds in
leadership decisions

Future of work is
inner work

Transforming workforce
capabilities through AI

Empowering talent

Recruiting vs. dating

Coaching for engagement

Tomorrow's talent

Beyond performance
management: Flourish

Agile to excellence:
transformation

Flourishing
manifesto

DEI Redefined

Well-being

Unleash your greatness

Coaching excellence
for employee potential

Future of work

HR strategies with data

Chaos surfing: CHRO
superpower

AI and human
capital

Empowering
HR with AI

Cultivation a
coaching culture

Well-being
prevail

Talent Code

HR business
partnering

Reimagine HR

Engagement drives
performance

Workplace
happiness

Science of taxonomy, typology, classification

23



[Home](#) > [Organization Science](#) > Vol. 1, No. 1 >

General Organizational Classification: An Empirical Test Using the United States and Japanese Electronics Industries

Dave Ulrich, Bill McKelvey

Published Online: 1 Feb 1990 | <https://doi.org/10.1287/orsc.1.1.99>

Menu at restaurant

Visiting a library

Selecting a car

Making investment

Enrolling in classes

Taxonomy Foundation of ALL Disciplines

Discipline	Taxonomy and Frameworks Used
Biology	Types of living organisms (domain, kingdom, phylum, class, order, family, genus, species)
Information Systems	Types of components (hardware, software, data bases, networks); Types of information uses (transactions, decision support, enterprise resource planning (ERP))
Medicine or Health Care	Types of diseases, procedures, medications, and services that enable information retrieval, research, and patient care
Sociology	Groups by social stratification (economic, social class, occupation); Demographics (race, gender, education)
Psychology	Big five personality types, psychological disorders (DSM III); Types of therapy (cognitive, psychodynamic, behavioral)
Political science	Types of political systems (democracy, monarchy, totalitarianism); Ideologies (liberal, conservative)
Business	Types of risk (compliance, operations, operational, financial); Customer segmentation, income statement reporting (GAAP)
Human Resources	????

Overview of Human Capability

- **Today:** Most people and organization initiatives and assessments are piecemeal and haphazard
- **Tomorrow:** A shared definition of human capability and metrics to focus on making decisions in each of the four pathways that drive internal value and can be compared across companies.

HUMAN CAPABILITY

TALENT (HUMAN CAPITAL)

What should your company do to ensure the right individual competence, workforce, or skills?

LEADERSHIP

What should your company do to have the right leaders and shared leadership at all levels?

ORGANIZATION

What should your company do to have the right organization capability, workplace, or team?

HUMAN RESOURCES (HR)

What should your company do to have the right HR department, practices, metrics, and people?

Classification of Human Capability Initiatives at WHRC 2024

26

TALENT

LEADERSHIP

ORGANIZATION

Managing incivility

Talent acquisition

Remote work

Leadership strategy; Assess and develop

Organization priorities

Transform for future of work

Leverage AI to support workforce; AI and people strategy

Revolutionizing DEI

Leadership effectiveness

ESG

Constant disruption

Future of work and AI

Employee experience and engagement

Next gen employees

Succession planning

Paradox of employee and business; People vs. Profit

Explore possibilities

Agile organization

Organization resilience

People priorities

Dynamic employee experience

Collaborative opportunities

Using data for decisions

Corporate stewardship

HR FUNCTION

Harnessing HR

Rebirth of HR function with AI

Beyond shared services

Classification of Human Capability Initiatives at Horizon Summit 2024

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TALENT

Skills and learning:
Futureproof workforce

DEI Redefined

Flourishing
manifesto

Cultivating inclusion
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Inclusive intelligence:
Role model DEI

Future of work
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Transforming workforce
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Workplace happiness

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Coaching and leadership

HR and leadership agility
Thriving with turbulence

Leading with agility
and resilience

Beating the odds in
leadership decisions

3 A's of being
great boss

ORGANIZATION

Empowering change:
Technology & culture

Who moved my cheese:
Culture transformation

Cultivation of a
coaching culture

Agile to excellence:
transformation

Future of work

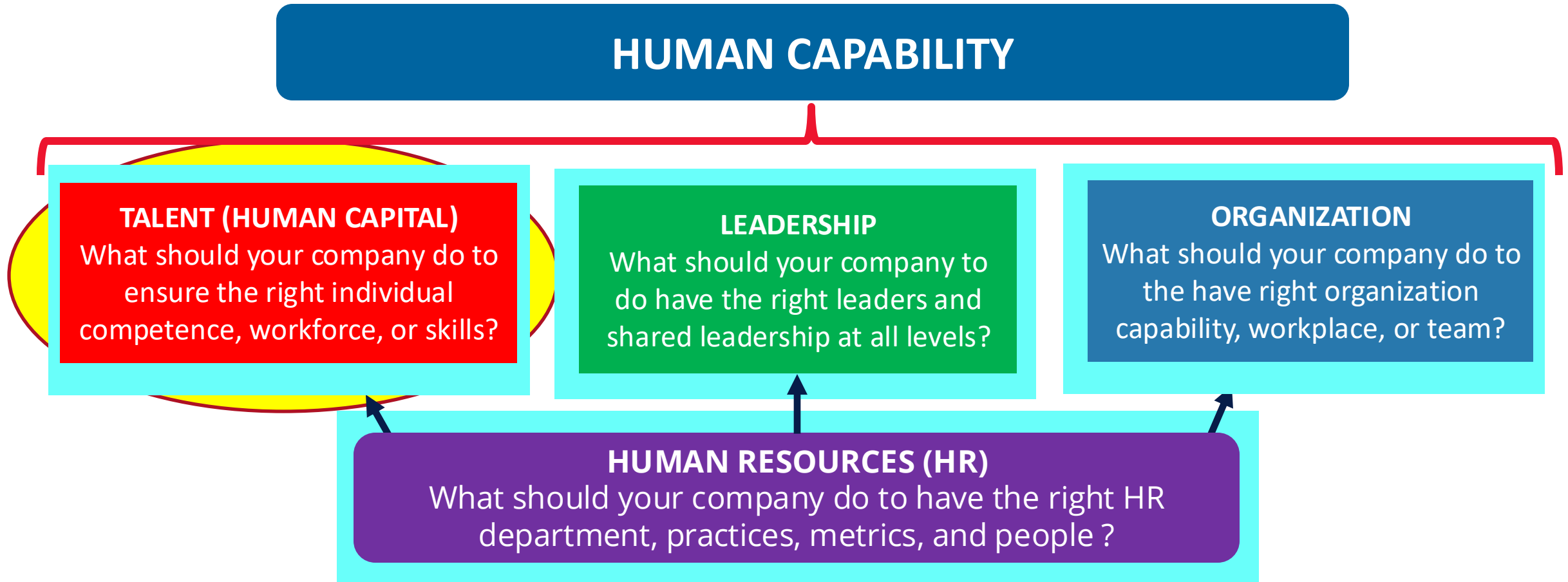
HR business
partnering

Transforming HR to
transform business

Predictive analytics
for HR

Empowering HR
with AI

Overview of Human Capability



Summary of Talent Actions

Talent Domains	A Pick one	B Talent Actions
1. Acquiring talent		Set criteria, source, screen, secure, orient
2. Managing employee performance		Goals, measure, consequence, conversation
3. Developing employees		Training, on the job, life experiences
4. Managing employee careers and promotions		Manage stages, build high potentials
5. Communicating with employees		Share information down, up, sideways
6. Encouraging employee differences		Move from numbers to programs to assumptions
7. Retaining the best employees		Behave as if, offer incentives, stay interview
8. Managing departing employees		Manage performance, remove boldly and fairly
9. Improving and tracking employee engagement		Measure sentiment, take personal responsibility
10. Creating a positive employee experience		Encourage be safe, belief, become, and belong

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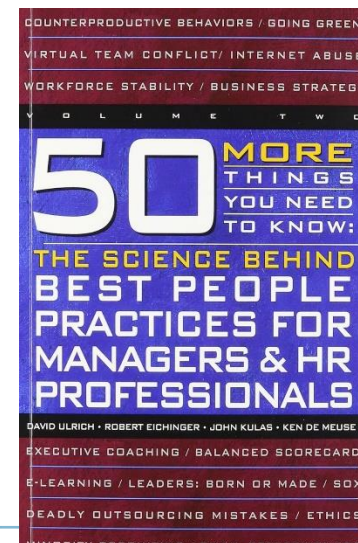
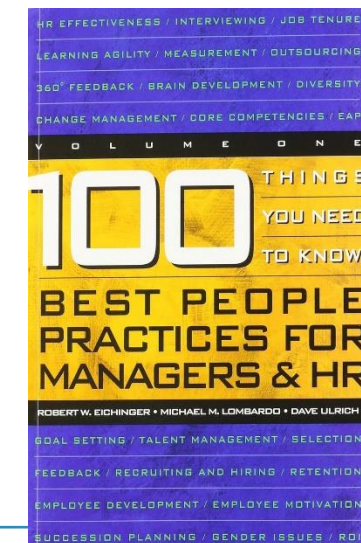
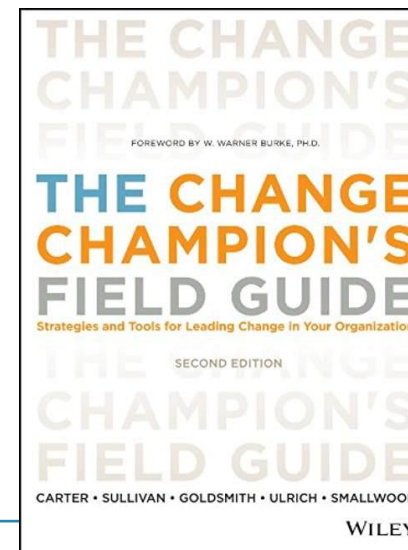
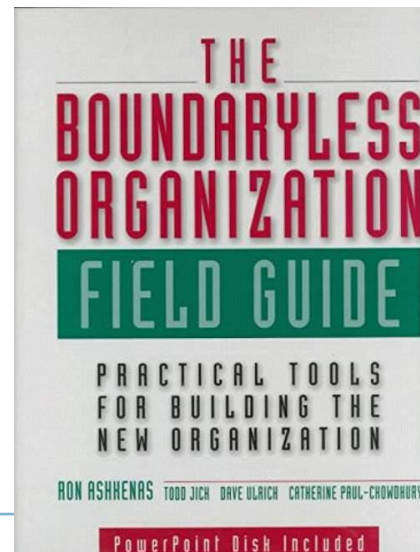
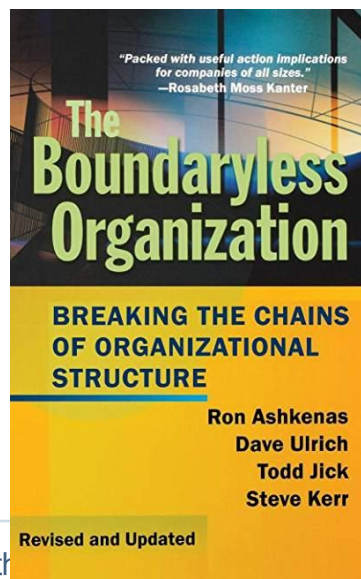
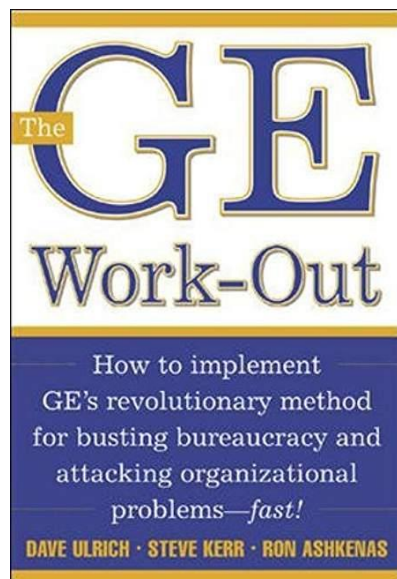
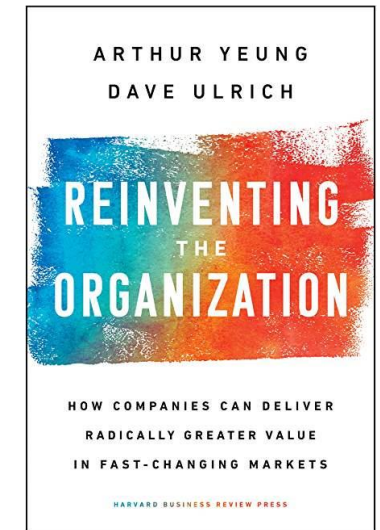
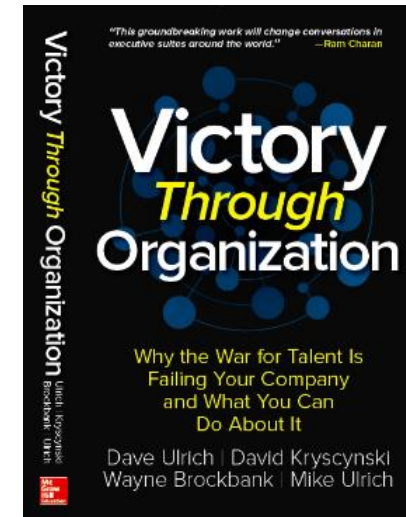
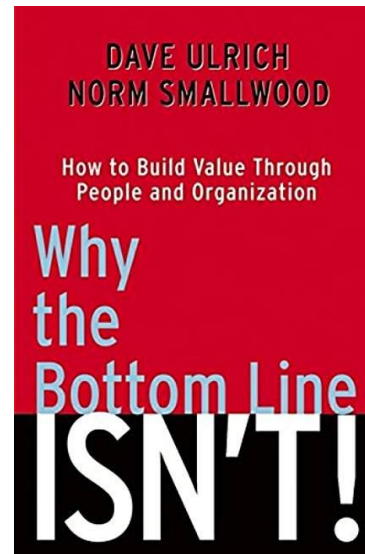
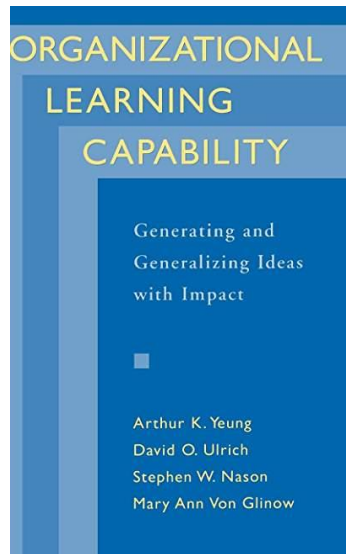
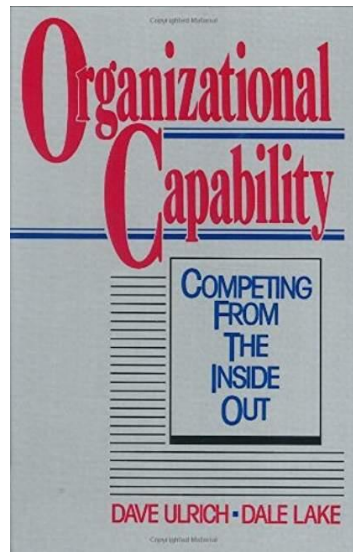
ORGANIZATION

What should your company do to have the right organization capability, workplace, or team?

HUMAN RESOURCES (HR)

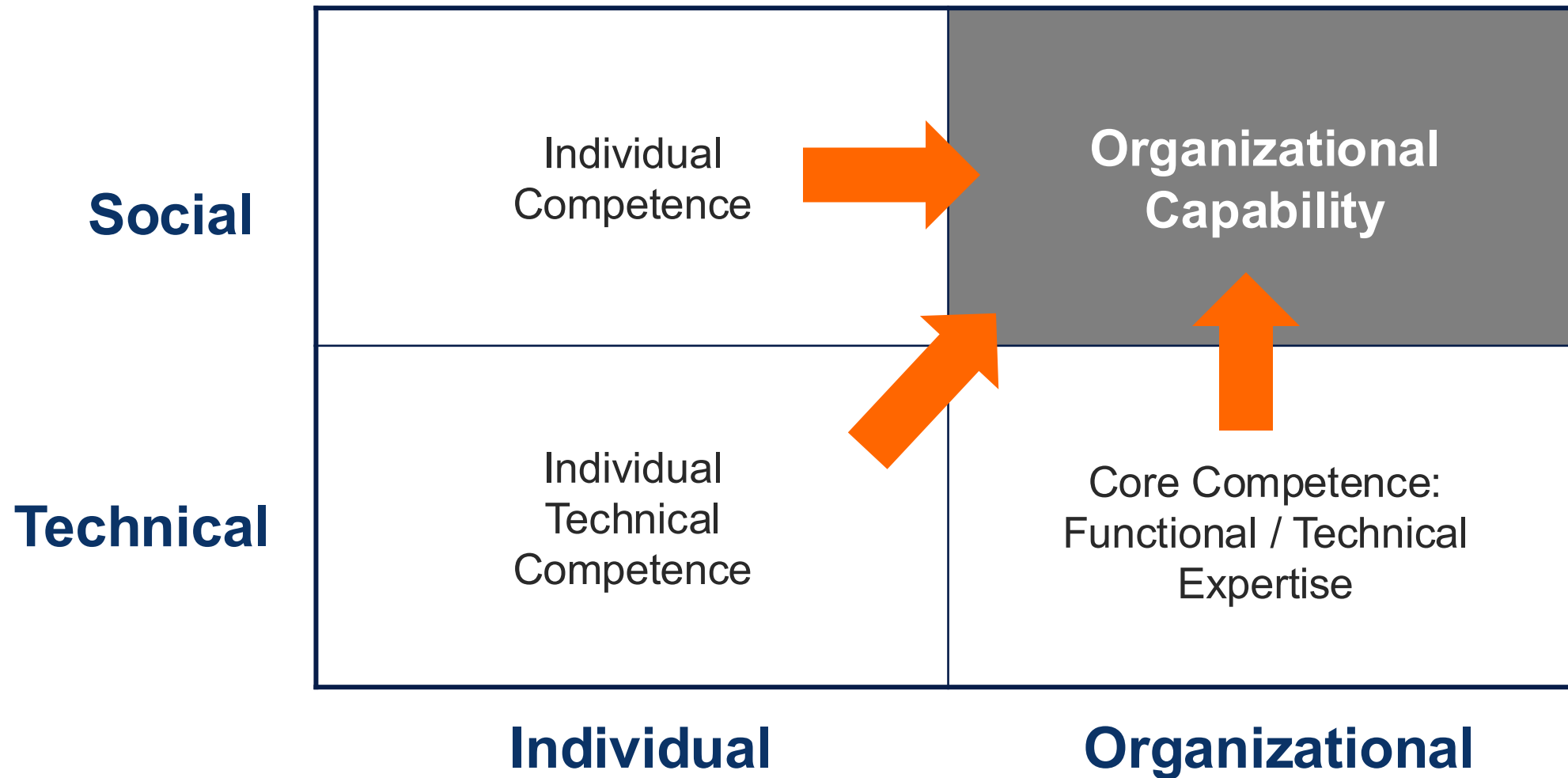
What should your company do to have the right HR department, practices, metrics, and people?

RBL books on organization



Defining Capability

Capability: what are we known for and good at?



Organization Capability Pathway: Domains and Assessment Definitions

Organization Capability	Definition	Assess
1. Talent	We attract, motivate, develop, and retain talented and committed people at all levels of the organization (workforce, competence, people).	
2. Agility	We make change happen fast (change, adaptability, flexibility, cycle time).	
3. Strategic Clarity	We create a shared agenda and broad commitment and engagement around our strategy (strategic unity, purpose, new rules of the game, mission, vision).	
4. Customer Centricity	We foster strong and enduring relationships of trust with target customers (NPS, market share, customer share, customer intimacy).	
5. Culture	We create and embed the right culture throughout the organization (shared mindset, firm identity, values).	
6. Collaboration	We work together to make the sum more than the parts (teamwork, cross functional, alliances, coordination).	
7. Social Responsibility	We establish a strong reputation for managing planet, philanthropy, people, and political agendas (CSR, ESG, social citizenship, triple bottom line).	
8. Innovation	We create and deliver new products, services, business models, and ways of working that are commercially successful (product creation, curiosity, knowledge management)	
9. Efficiency	We reduce the costs of our business activities (standardization, reengineering processes, streamlining).	
10. Accountability	We set and meet commitments on time and within budget (execution, discipline, high performance orientation).	
11. Information	We acquire, analyze, and apply information to improve decision making (predictive analytics, dashboards, scorecards).	
12. Leverage Technology	We exploit and apply latest technological trends (digital age, AI, machine learning, internet of things).	

Summary of Organization Capability Actions

Organization Capability Domains	What activities could improve the targeted domain?
1. Talent	Build competence, commitment, and contribution (see Talent)
2. Agility	Define agility indices, apply to all stakeholders, make change happen
3. Strategic Clarity	Understand contextual opportunity, define where to win and how to play
4. Customer Centricity	Identify customer customers and their value criteria, connect with them
5. Culture	Define right (outside in) culture, build intellectual, behavioral, process agenda
6. Collaboration	Increase skills for personal collaboration; build organization collaboration
7. Social Responsibility	Shape commitment to planet, people, philanthropy, and political processes
8. Innovation	Increase individual innovation DNA and organization innovative systems
9. Efficiency	Reduce costs through productivity, increase, process improvements, and projects
10. Accountability	Ensure clear expectations and measures; have positive conversations
11. Information	Acquire, analyze, and apply information to improve decision making
12. Leverage Technology	Create a digital agenda for the business and for HR processes

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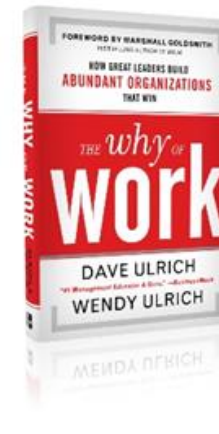
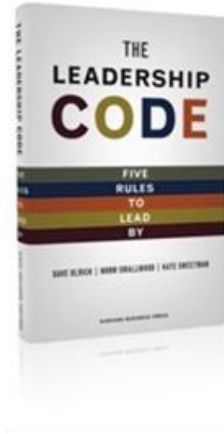
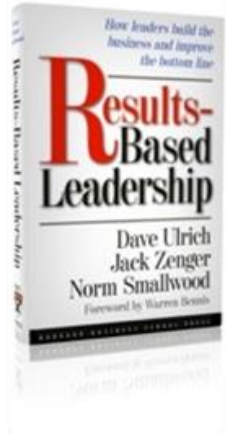
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HUMAN RESOURCES (HR)

What should your company do to have the right HR department, practices, metrics, and people?

Creating leadership capability

Customers Employees



Effective Leadership

=

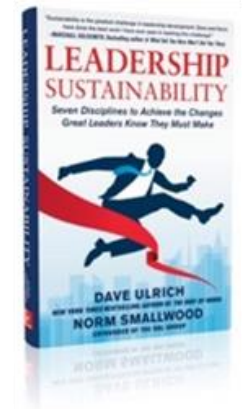
Leadership Attributes

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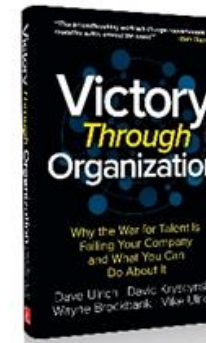
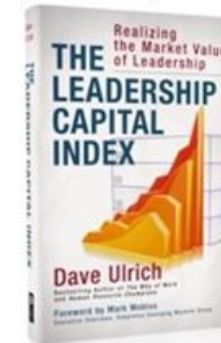
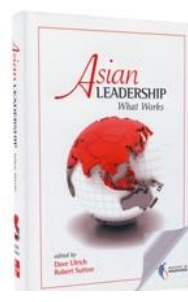
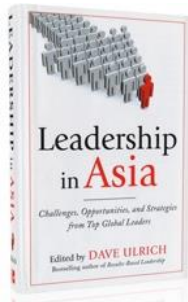
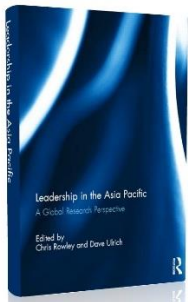
Stakeholder Results

BECAUSE OF

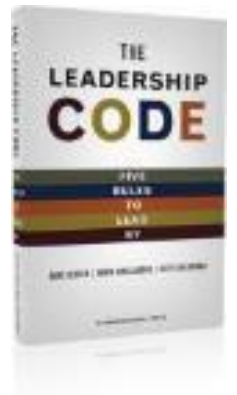
SO THAT



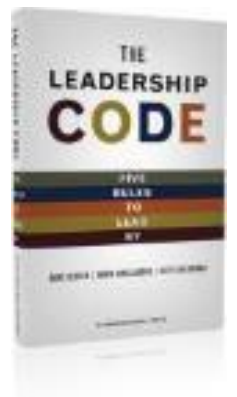
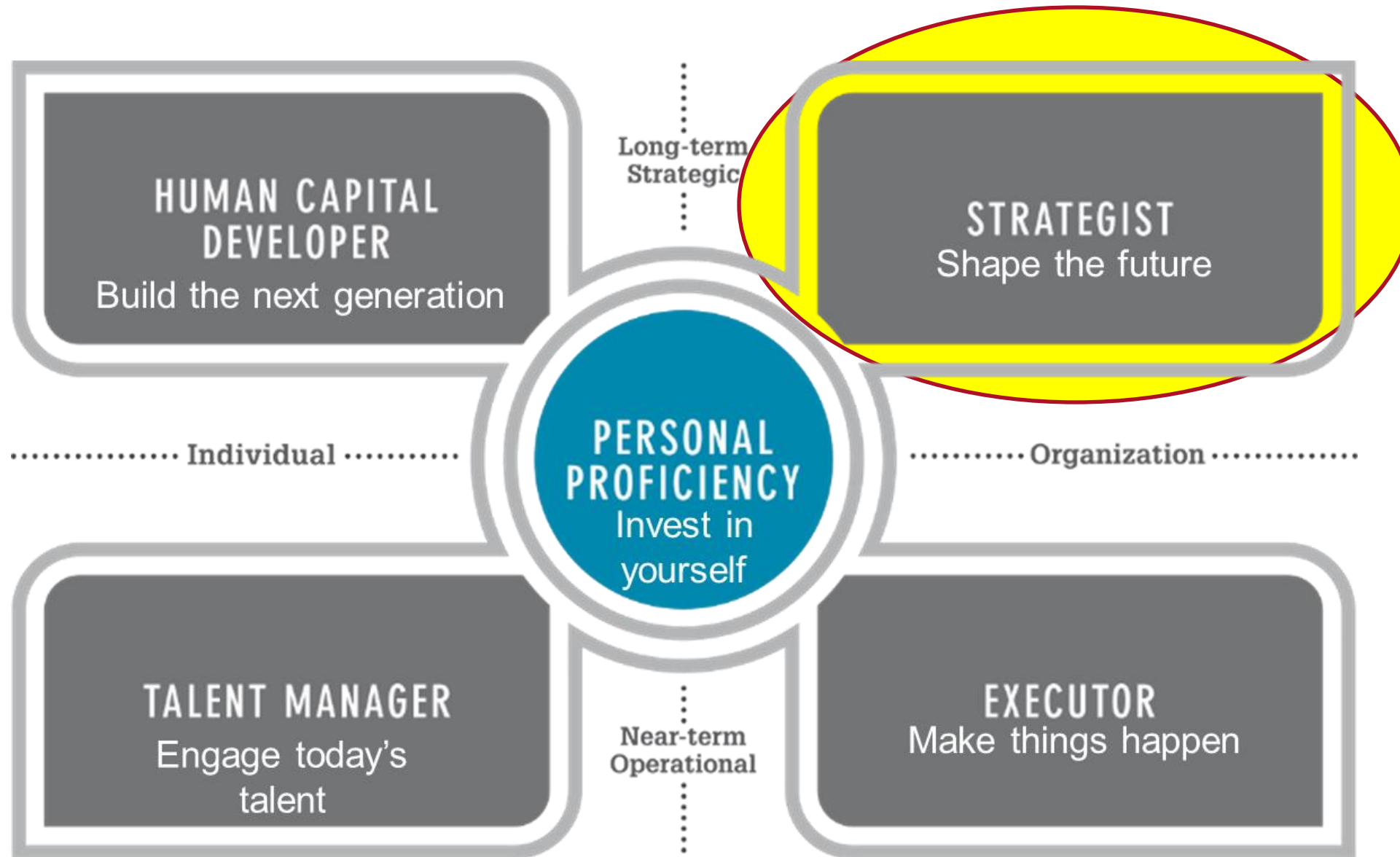
That Get Implemented



Leadership Code: The Timeless DNA of Effective Leaders



Leadership Code: The DNA of Effective Leaders

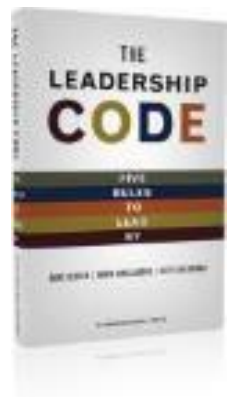
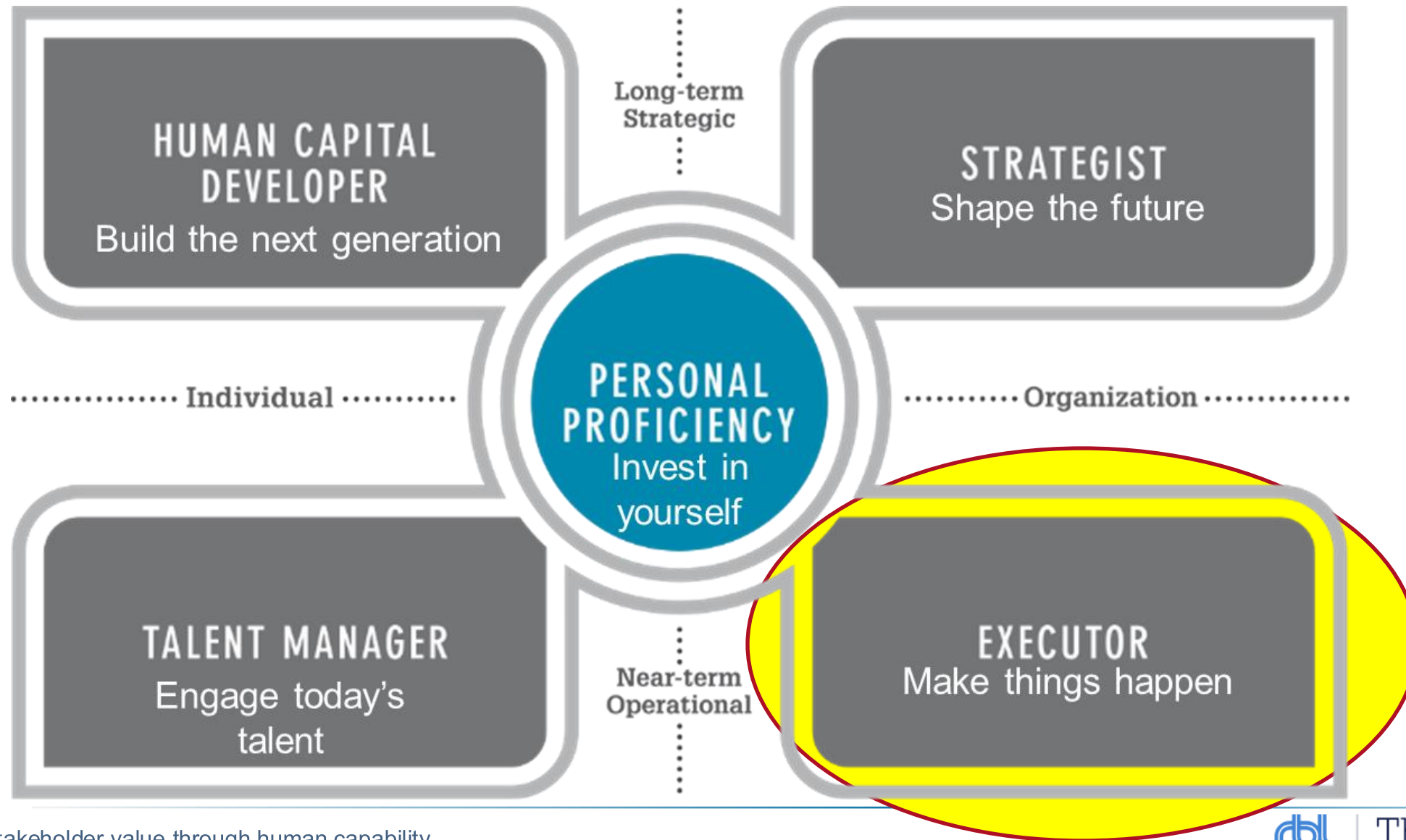


Leadership Code: Strategist



Leadership Code: The Timeless DNA of Effective Leaders

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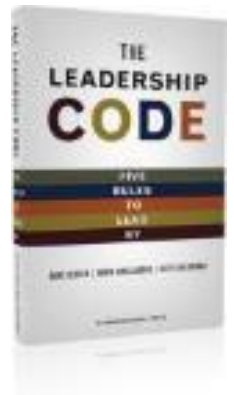
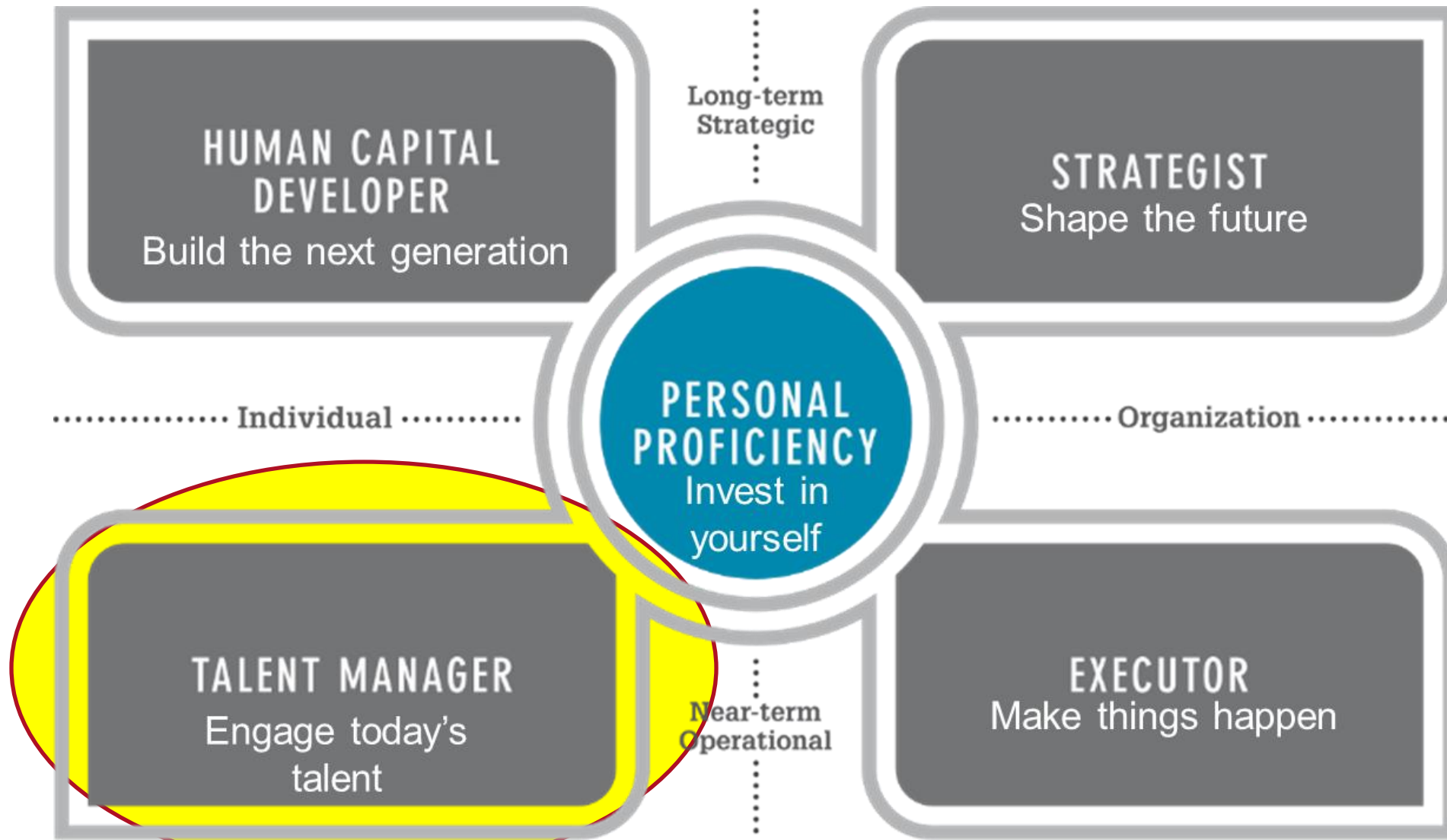


Leadership Code: Executor



Leadership Code: The Timeless DNA of Effective Leaders

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Leadership Code: Talent Manager

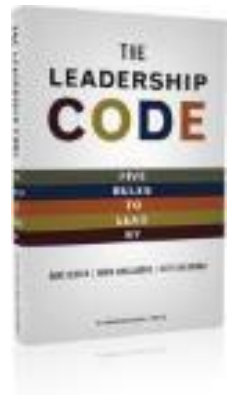
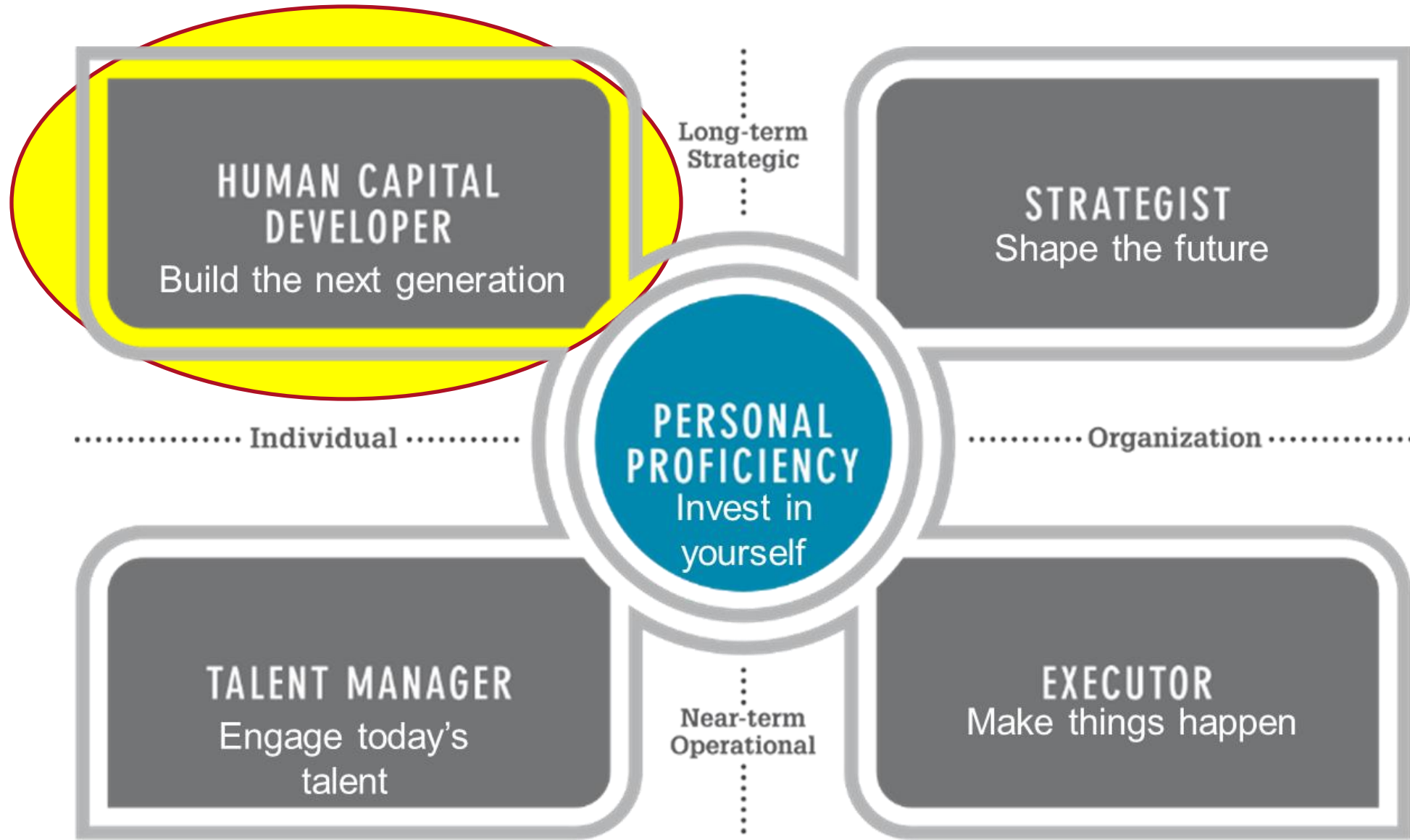
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These contractors are installing steel pillars in concrete to stop vehicles from parking on the pavement outside a Sports Bar downtown. They are now in the process of cleaning up at the end of the day and anxious to climb in their truck and go home.

Leadership Code: The Timeless DNA of Effective Leaders

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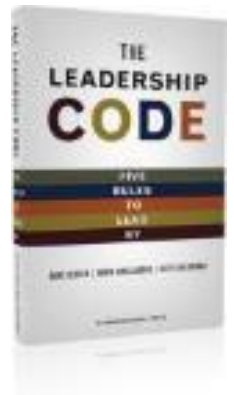
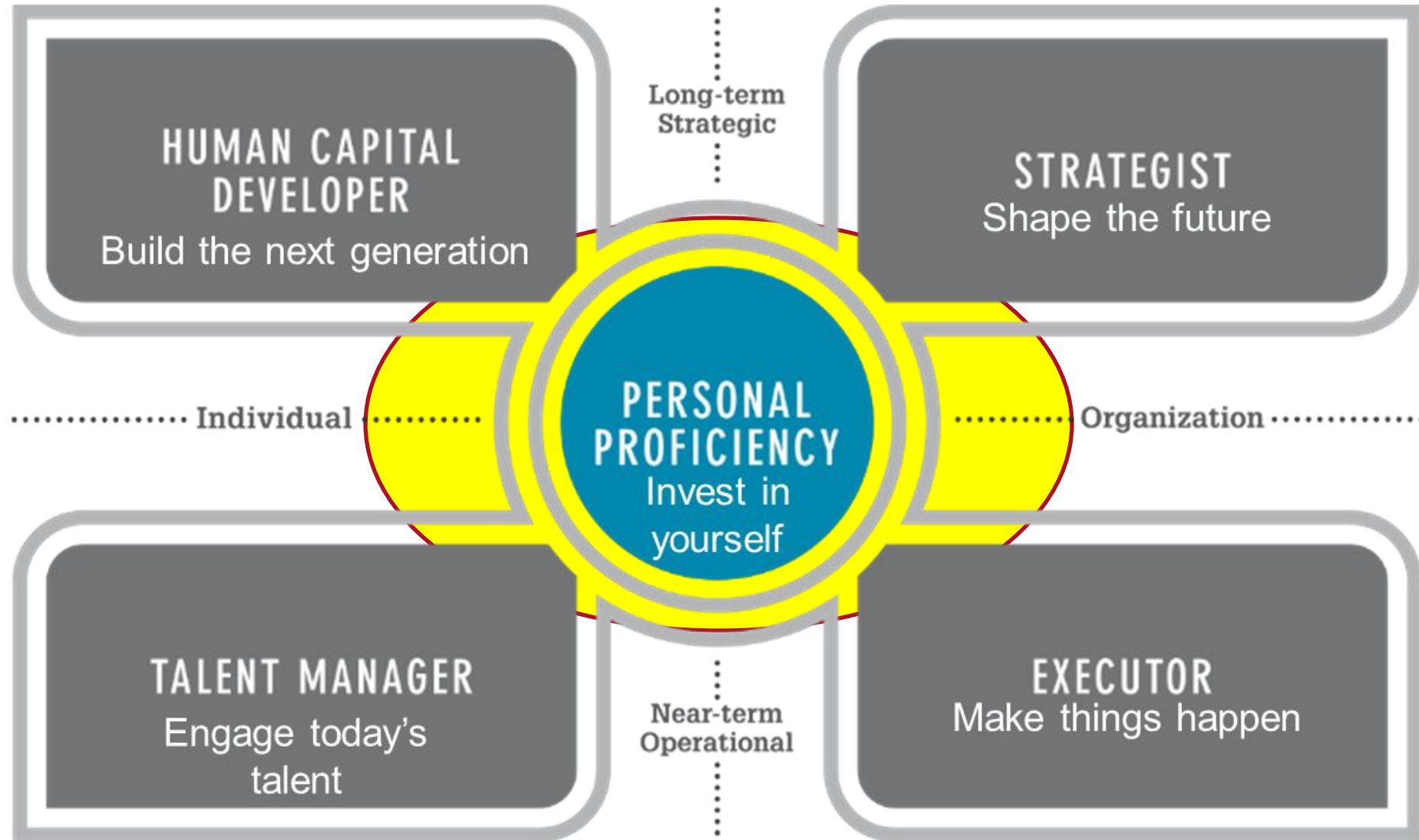
Human Capital Developer

45



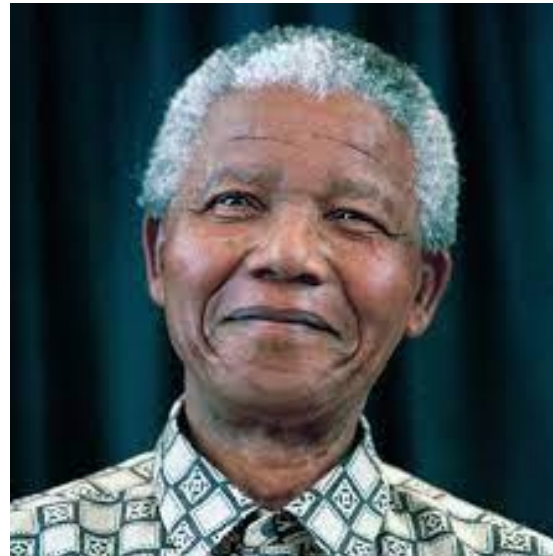
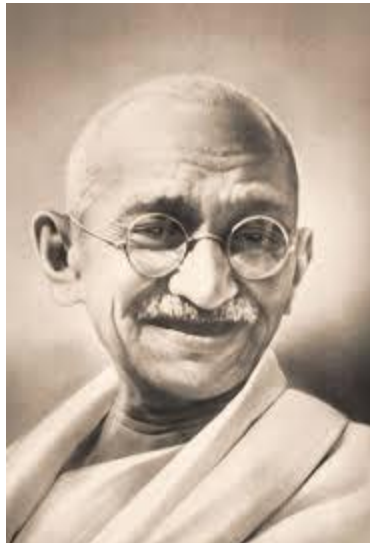
Leadership Code: The Timeless DNA of Effective Leaders

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Personal Proficiency

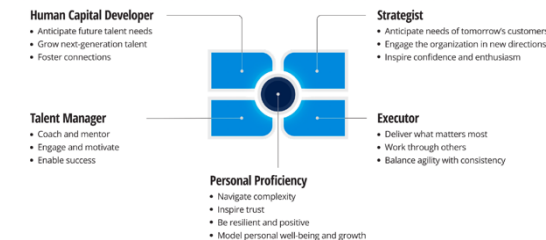
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Leadership Code Research Initiative



15 years of evidence-based leadership point of view



3000 leaders in database

> 63,000 leaders in database

LCRI provides an evidence-based perspective about how today's leaders create organizational value

Overall database

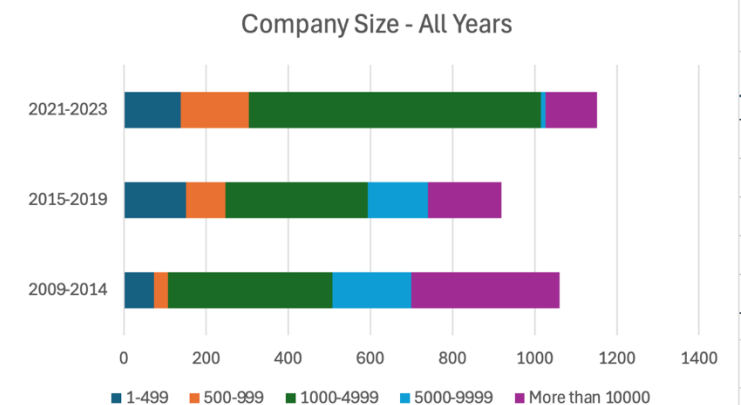
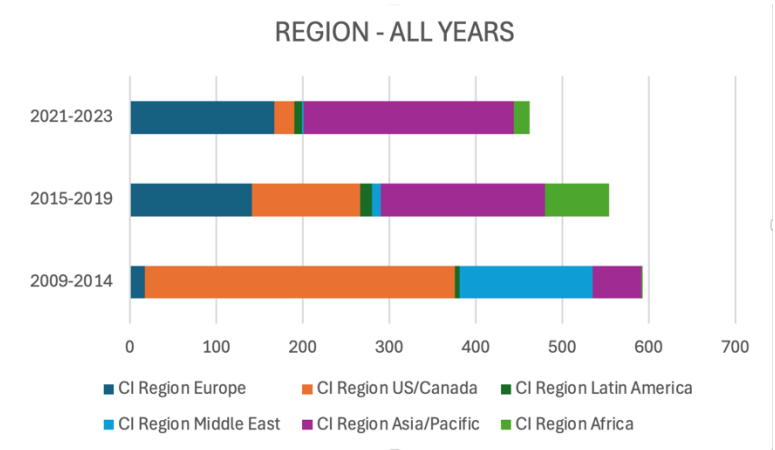
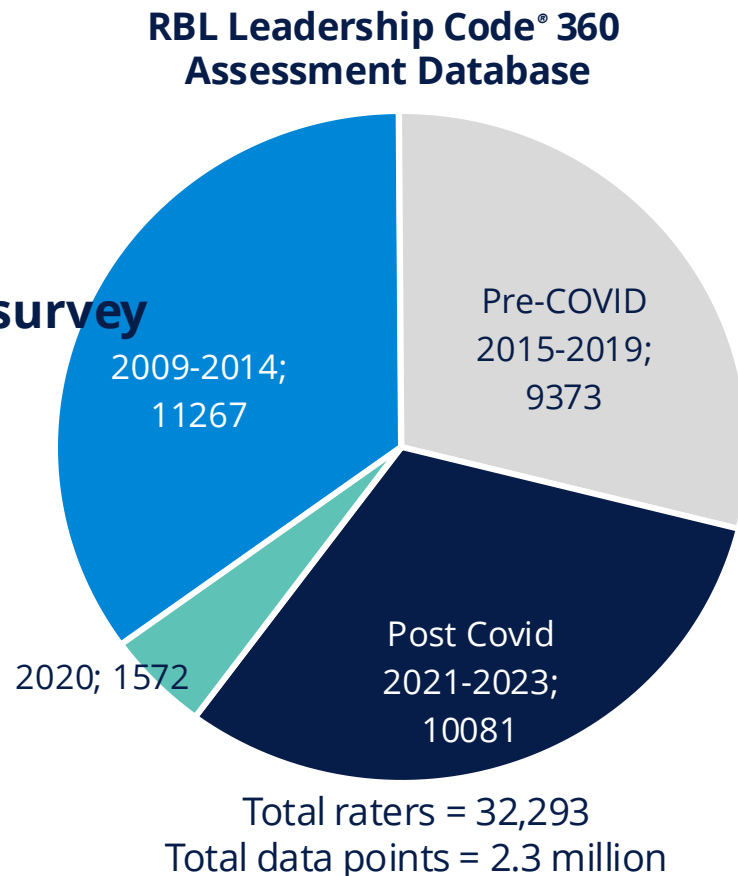
*Standardized Leadership Code survey

Years: 2009-2023

Total subjects: 3,278

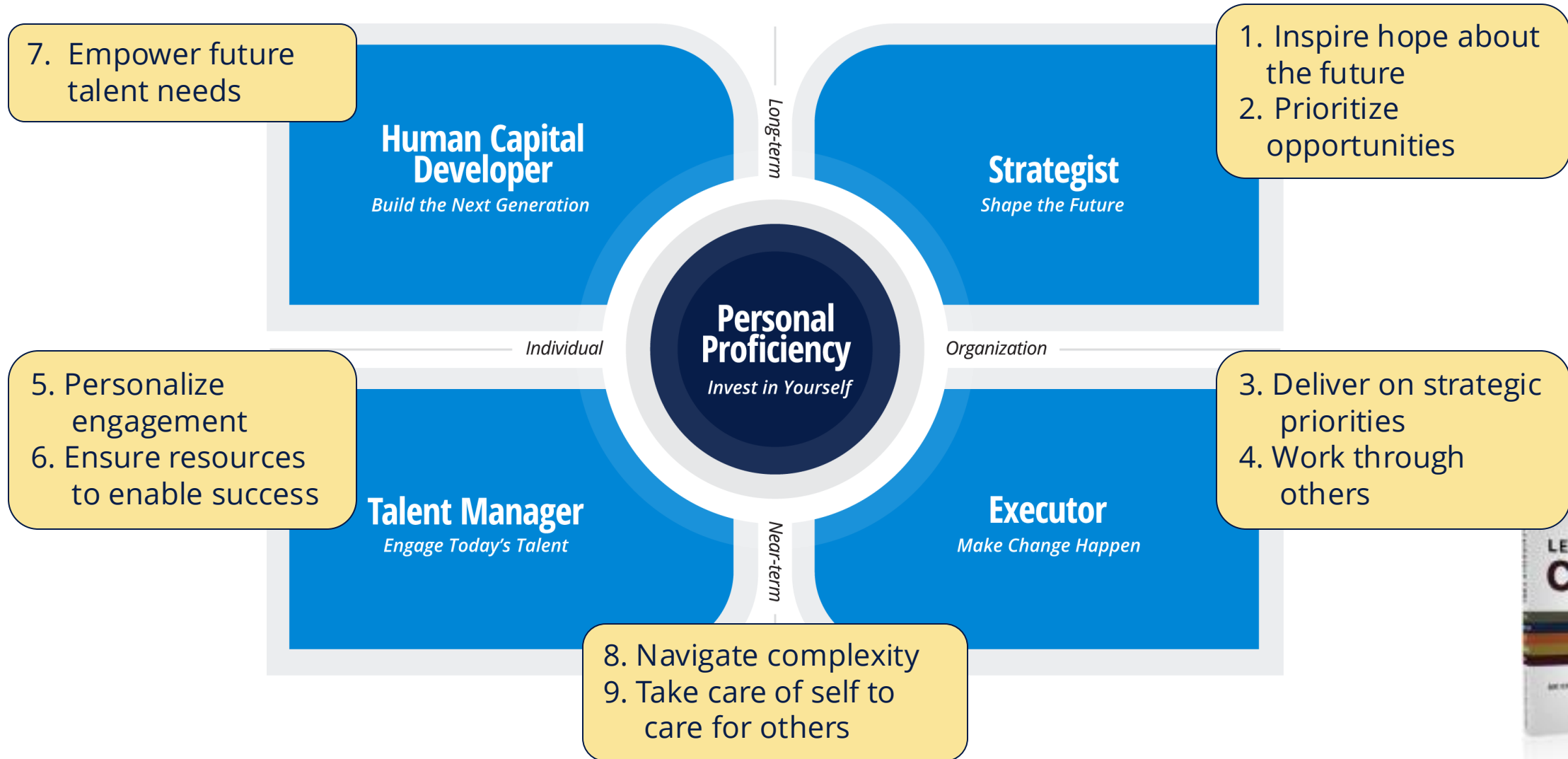
Total raters: 32,293

Total datapoints: 2,292,803



Leadership Code 4.0 : The Timely Actions of Effective Leaders

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Overall Goals and Agenda

IDEAS

**Delivering Stakeholder Value through
Human Capability**

IMPACT

HR Inflection Point: Now is the time for HR

1: HR is not about HR, but creating value for others

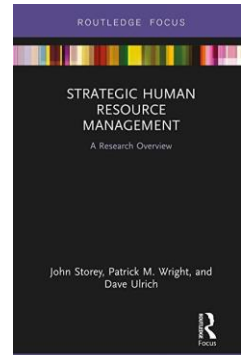
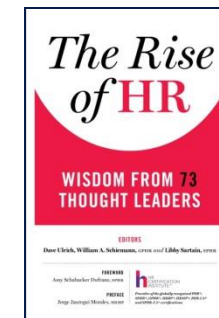
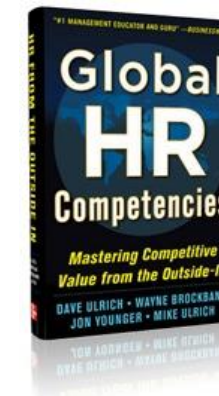
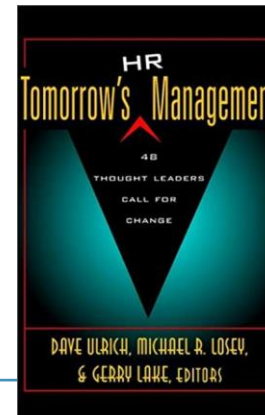
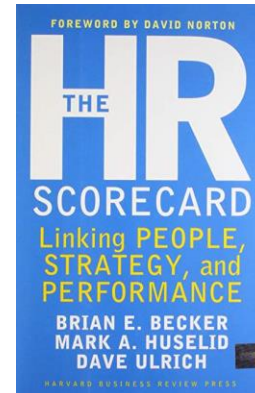
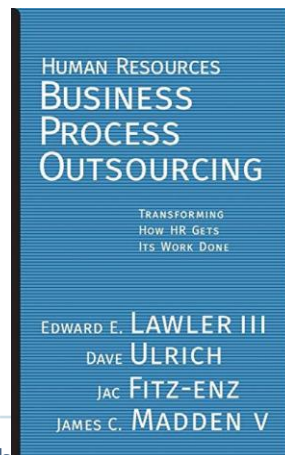
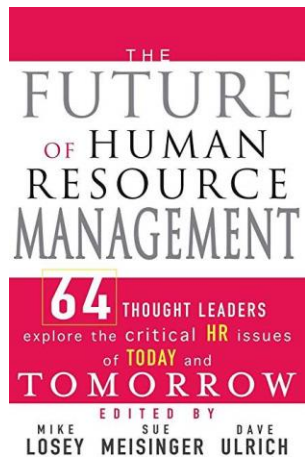
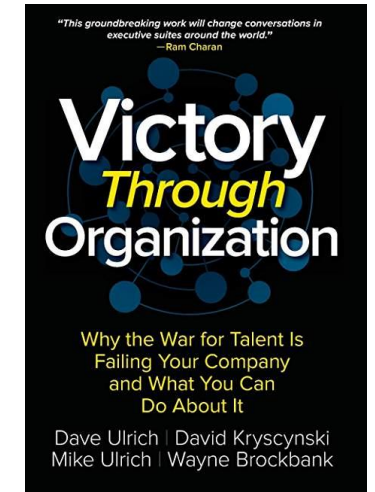
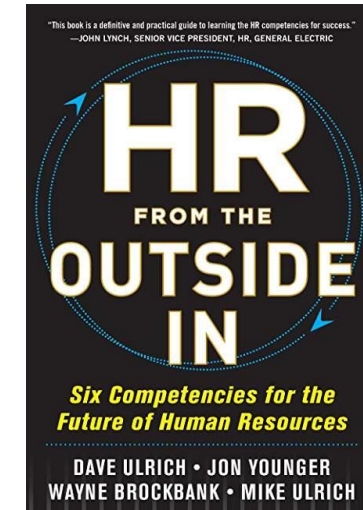
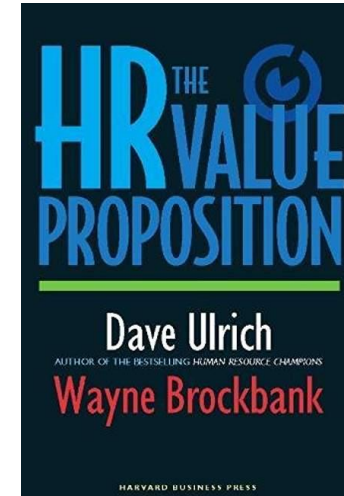
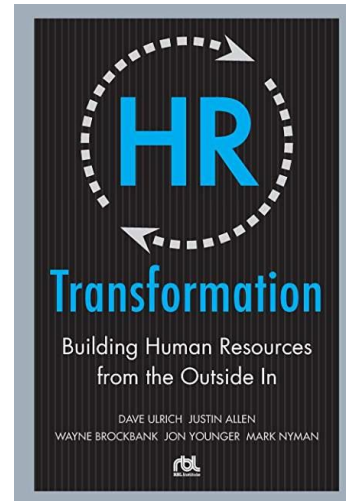
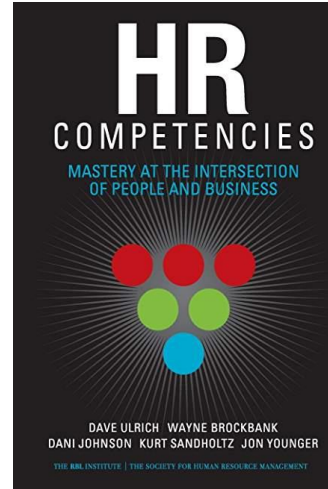
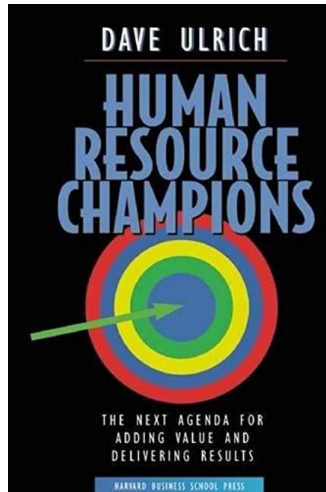
2: HR contributes value through human capability

 **3: HR needs to upgrade HR department and people**

4: AI and analytics will guide the inflection

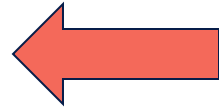
Creating human capability impact

RBL books on HR



HR Department Evolution

HR criteria and
assessment



Victory through
Organization

Does HR create sustainable
organization capabilities?

HR Outside In

Does HR deliver value to
customer and investor?

HR Value
Proposition

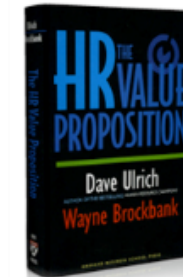
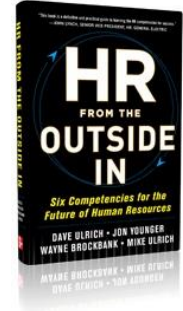
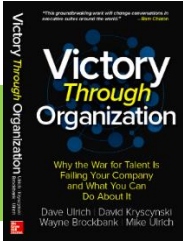
Does our HR department
deliver value?

HR Transformation

Does our HR department
change to meet needs?

HR Design

Do we have the right HR
organization?

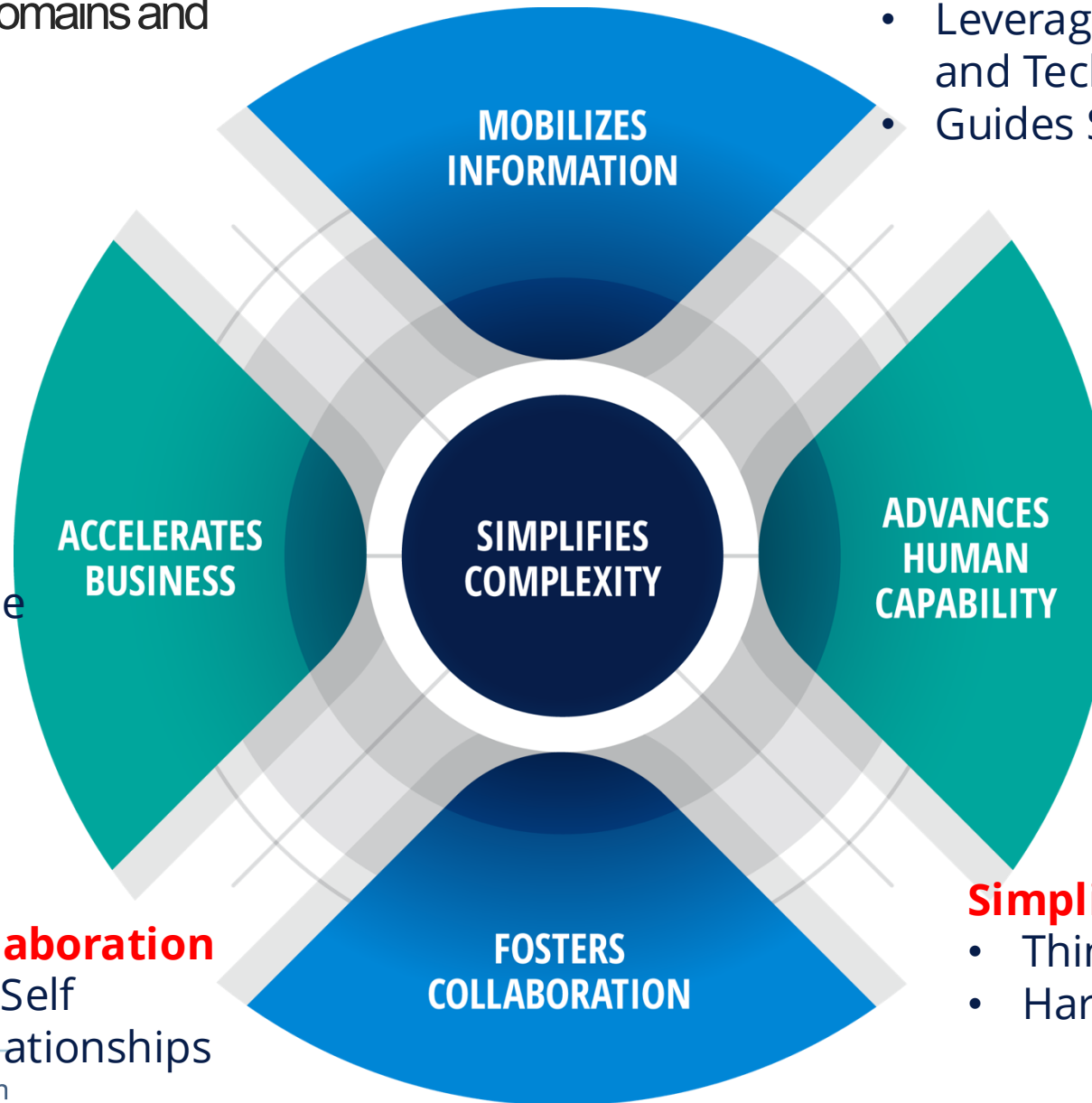


Inflection Point 3: Upgrading HR function

HR Domains	Action
1: HR Reputation	Do an HR reputation exercise to build unity about identity
2: HR Customers	Define key stakeholders and determine what each gets from human capability
3: HR Purpose	Create an HR purpose (mission): who we are, what we do, why we do it
4: HR Design	Govern HR to connects specialists to generalist and allocate resources with agility
5: Human Capability	Diagnose, prioritize, and deliver human capability that creates stakeholder value
6: HR Analytics	Provide rigorous and relevant information to improve decision making
7: HR Digital Technology	Use digital to be efficient, innovate, share information, and form relationships
8: HR Practices	Innovate, align, and integrate people, performance, information, and work initiatives
9: HR Professionals	Diagnose, test, and upgrade competencies of HR professionals
10: HR Relationships	Define and ensure positive working relationships among HR and HR and others

HRCS:

Round 8 Summary of domains and skills
(verbs)



Fosters Collaboration

- Manages Self
- Builds Relationships

Overall Goals and Agenda

IDEAS

**Delivering Stakeholder Value through
Human Capability**

IMPACT

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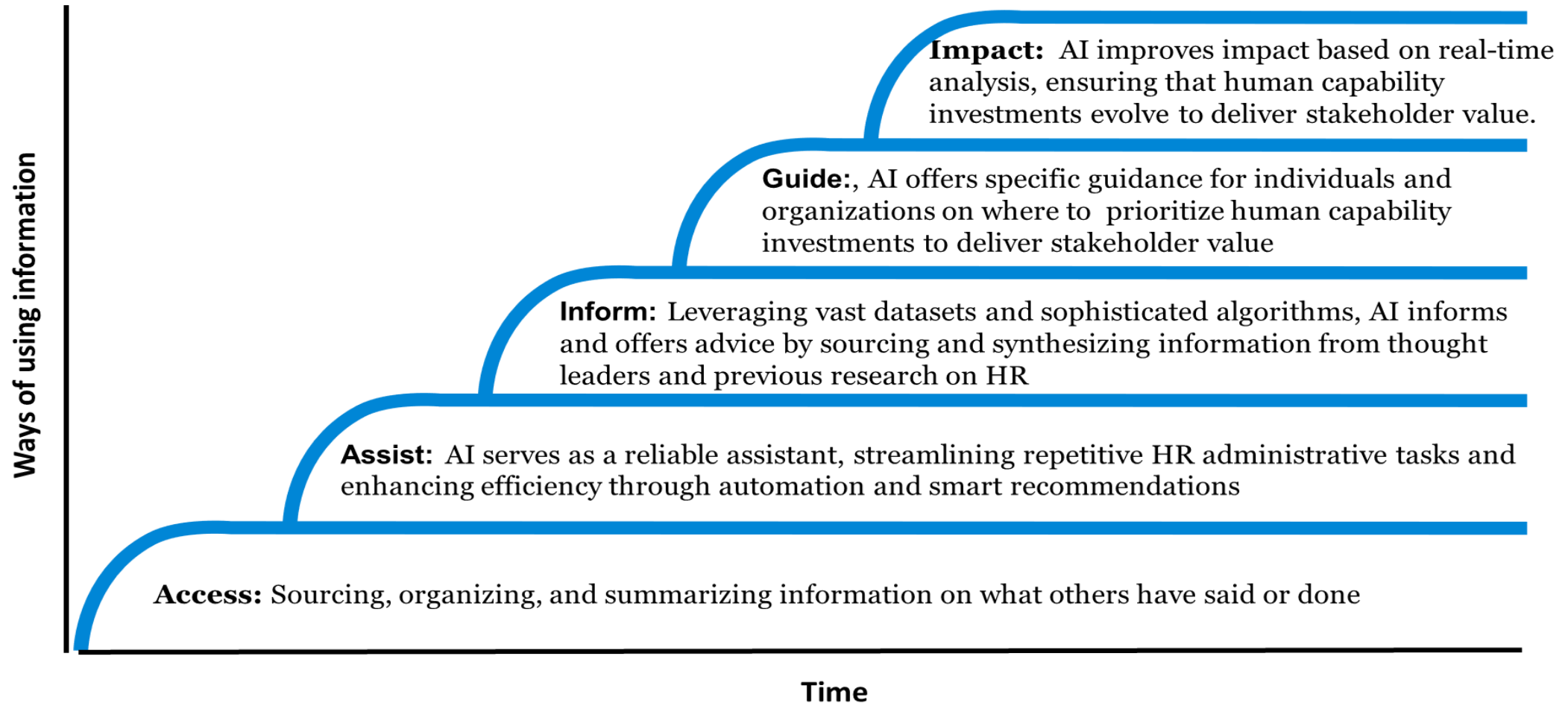
3: HR needs to upgrade HR department and people

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Creating human capability impact

Inflection point #4: AI and Analytics

At its most basic level, AI (genAI, LLM, Machine Learning) provides information to improve decision making that delivers stakeholder value



Overall Goals and Agenda

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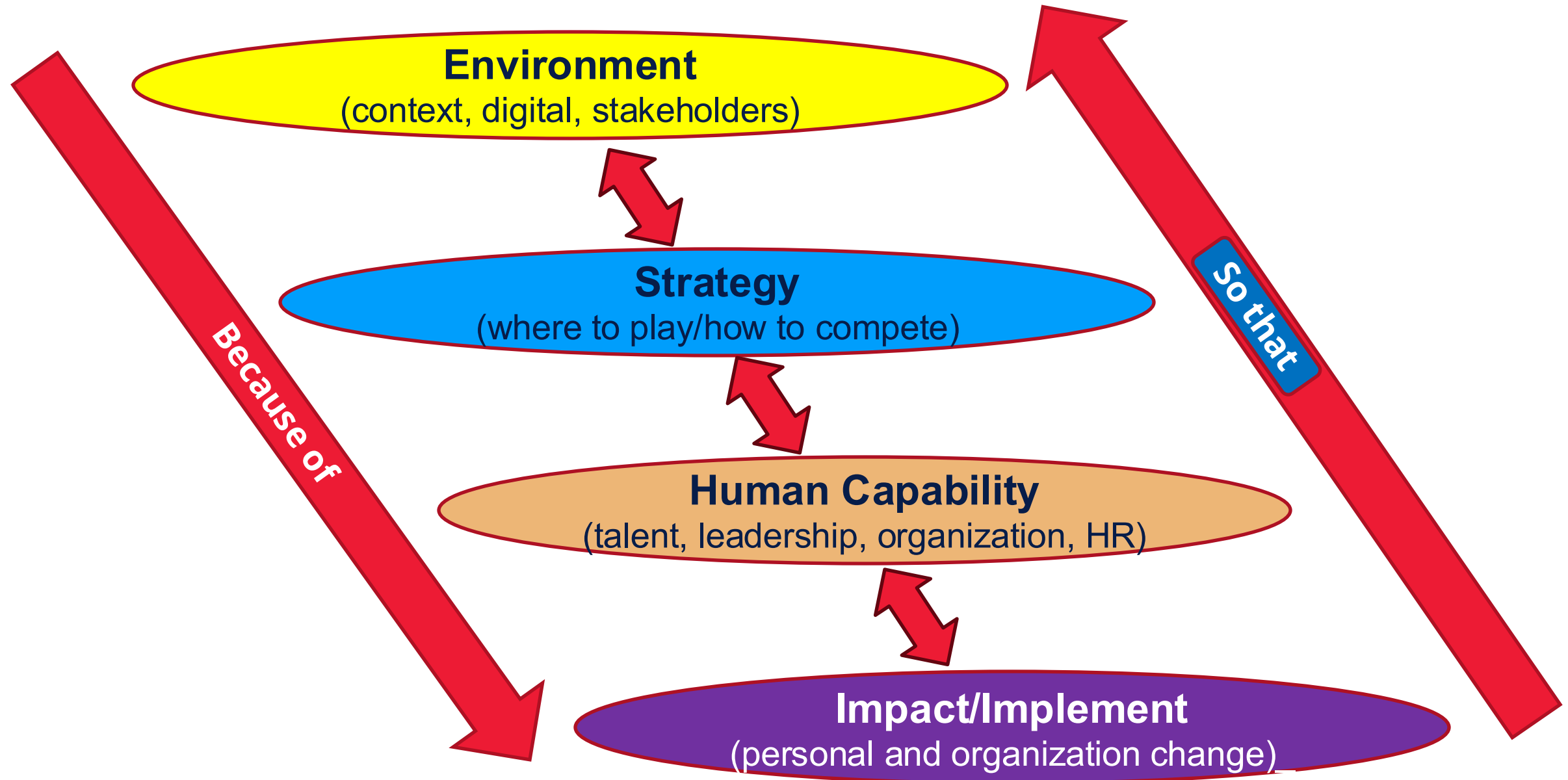
Creating human capability impact

Creating Human Capability Impact

- Create a human capability plan that aligns external conditions, stakeholders, strategy, human capability investments, and actions
- Engage in value added (not HR) conversation

Playbook for Connecting the Inside and Outside

60



Human Capability Plan

Step	Application		
Assess environment / stakeholder value			
Craft / Clarify Strategy			
	Human Capability	Priority	Action Plans
Identify talent (workforce) requirements	1.	L M H	
	2.	L M H	
	3.	L M H	
Identify organization capability requirements	1.	L M H	
	2.	L M H	
	3.	L M H	
Identify leadership requirements	1.	L M H	
	2.	L M H	
	3.	L M H	
Identify HR function requirements	1.	L M H	
	2.	L M H	
	3.	L M H	
Implement action			

Conversation: Target

With whom do I need to have a conversation about human capability contributions to stakeholder value?

Individual/Team	Outcome of Conversation
Board member(s)	
Business leader(s)	
Executive team	
HR team	
Investor	
Customer	

Elements of an influential conversation

Overview: How will investing in and improving human capability help (person/team) reach their goals?

Learn the other person/team's goals, values, outcomes

Start with your commitment to help them reach their goal

Explore how human capability helps them reach their goals

Propose a human capability planning process to help them

Define process and set a date to review human capability plan

**What matters most to him/them?
Look at their accountabilities**

**How can I help you reach your goals?
Share that your goal to reach their goal**

**How will human capability (HC) help you?
Define the outcomes of HC plan**

How valuable would it be to co-create a human capability plan for our business?

**When will the HC plan be presented?
What are the steps to creating the HR plan?**

How would you use these ideas in your organization?

HR Inflection Point: Now is the time for HR

Priority characteristics of an HR function

HR practices as products more than processes

HR professionals engagement as project managers

HR reputation through value added actions

Creating human capability impact

A scenic mountain landscape with a winding road and a river valley. The image shows a vast, hazy mountain range in the background. In the foreground, a winding asphalt road curves through green, grassy slopes. A river flows through a valley in the distance. The lighting is warm, suggesting a sunrise or sunset, with a golden glow over the mountains.

The **BEST** *is yet* **AHEAD**

**Delivering stakeholder value
through human capability**



Get in Touch

Questions about the presentation?
Reach out and we'll get your questions answered.

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