UCLA ANDERSON STRATEGIC HR PROGRAM

Inaugural Program: Spring 2020
Virtual Kick-Off May 11, 2020
On Campus Session: June 2-4, 2020

Learn More
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This program is offered in association with the Human Resources Round Table at UCLA
Connecting HR to Organizational Strategy
Deepen business acumen and strategic insights

“It is critically important to identify and train next generation human resources executives who can navigate the complexities of the digital age. UCLA has answered the call with this high-powered HR/business-oriented program.”

ROSS POLLACK
EVP & CHRO, Lionsgate

Become the Human Resources Leaders of the Future
UCLA’s Strategic HR Program provides an opportunity to update existing skills and quickly develop new capabilities to respond effectively to the rapidly changing business environment.

Today’s human resources leaders need advanced business acumen and agility skills in addition to traditional human resources expertise to understand, interpret and respond to the new demands in the workplace.

Closing the HR Leadership Gap
Emerging technologies, changing workforce demographics and accelerating changes in business operations are disrupting how human resources performs in organizations.

A recent survey of HR leaders revealed that less than a third were confident about the strategic value that their function was delivering to the organization.

How would you rate the effectiveness of your HR team in delivering strategic value to the organization?

- Very effective: 31%
- Somewhat effective: 54.5%
- Not very effective: 14%
- Not sure: 0.5%

Source: ‘What’s Keeping HR Leaders Up at Night?’ Survey of HR leaders conducted by Human Resource Executive in January 2019
The Program

**Program Fee:** $6,500 (US)  
**HARRT Members:** $5,500 (US)

The fee includes tuition, all learning materials including online modules, and most meals. Participants are responsible for their own travel and accommodations but special rates at campus hotels are available.

**Location:** UCLA Anderson School of Management, Los Angeles, California

**Inaugural Program: Spring 2020**  
Virtual Kick-Off: February 18, 2020  
On-Campus Session: March 17 - 19, 2020

The program is a blended learning journey combining online modules with 3 days on campus. This program is designed to deepen the business acumen and strategic insights of human resources leaders, enabling them to align the HR function with organizational strategy and deliver measurable impact upon the key drivers of enterprise success in the global digital marketplace.

**VIRTUAL PROGRAM KICK-OFF**

- Program introduction – setting goals and expectations

**ONLINE LEARNING MODULES**

- **Introduction to Organizations**  
  Sets the stage for learning about how business works. Beginning with an understanding of what an organization is and its basic purposes, topics will include vertical and horizontal integration, diversification, the managerial role, and designing incentives.

- **Introduction to Operations**  
  Digs into the processes that support production and delivery of a good or service. Topics include an introduction to operations management, defining a framework for process analysis and operations and finance, including business activities and financial statements.

- **Introduction to Management & Leadership**  
  Focuses on differentiating and developing both management and leadership skills, diving into each element of the POLC(S) – Planning, Organizing, Leading, Controls, Staffing – model of managerial excellence, and ending with important thoughts about a manager’s ethics.

**ON-CAMPUS SESSIONS**

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<th>Day 1</th>
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| Strategic HR & Business Performance  
Case Study  
Strategic Thinking: Create, Capture, and Deliver Value | Human Capital Management: The Crossroads between HR and Finance  
People Analytics: From Metrics to Insights  
Introduction to Disruptive Technologies: An HR Perspective | Make an Impact: Power, Influence, Persuasion & Communication  
Case Study Group Presentations |

The dates, session topics, instructors and fees listed are subject to change.
Our distinguished faculty draw upon their original research and vast teaching experience to create a groundbreaking program that delivers the mind- and skillsets essential to the development of the next generation of strategic HR leaders.

**The Impact**

By participating in this program you will learn how to:

- Identify and interpret organizational strategy in relation to HR’s role in creating shared value for internal and external stakeholders
- Analyze the core principles of managerial finance to demonstrate ROI and effectively budget initiatives within HR and across business units
- Apply data analytics best practices and tools to visualize key performance indicators and influence decision making
- Build presentation skills through enhanced executive presence, messaging, and persuasive communication
- Gain a foundational understanding of business essentials including Operational Excellence, Management & Leadership, and Organizational Effectiveness

**LEARNING OBJECTIVES & OUTCOMES**

- Corinne Bendersky
  **Program Co-Faculty Director Professor of Management and Organizations, Faculty Director of the Human Resources Roundtable at UCLA (HARRT)**
  Corinne is an expert in workplace conflict, status and justice in teams and organizations. She teaches in UCLA Anderson’s full-time and fully employed MBA programs, and in many of its executive education programs. Her work blends academic, consultant and practitioner knowledge of cutting-edge human resources topics.

- Terry Kramer
  **Adjunct Professor of Decisions, Operations and Technology Management**
  Terry has extensive technology and leadership expertise in the telecommunications industry, notably at Vodafone where he served as group strategy officer, group HR officer and chief of staff. At UCLA Anderson, he teaches the foundational technology management course, covering the impact of disruptive innovation on products, services, markets and competition.

- Ian Larkin
  **Program Co-Faculty Director Associate Professor of Strategy**
  Ian’s research addresses compensation, incentives, employee motivation and human resources. He is currently looking at the effects that workplace wellness programs have on employee motivation and productivity, as well as “gamification” in the workplace, which uses nonmonetary rewards to encourage improvements in employee behavior.

- Robert McCann
  **Chair, UCLA Thailand Executive Committee**
  Bob has been creating, directing and teaching leadership and management communication courses across virtually all of UCLA Anderson’s MBA degree programs since coming to UCLA in 2010. He also heads an active consulting business, which trains executives in persuasion, leadership, workplace diversity and all aspects of the strategic use of communication in business settings.

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The Participants

The program benefits participants on three overlapping dimensions of their work.

Who Should Attend?

HR leaders at all levels who need to navigate the complexities of the digital business landscape with greater confidence and deliver greater strategic value to the organization.

Level-set your core business and management acumen in order to forge more effective and credible partnerships with your organization’s executive leadership.

Activate key finance and data analytics best practices in your HR initiatives in order to demonstrate ROI within the HR function and across business units.

Identify and interpret organizational strategy in order to align HR’s efforts with key enterprise goals and sustainable business success.

Megna is the newly appointed CHRO for a global pharmaceutical company. The CFO has challenged her to deliver measurable ROI to budget on all HR, L&D and DE&I initiatives across three divisions, five continents on a 1-year timeline.

Kristi is VP, HR for a boutique sportswear brand with an aggressive growth strategy based on a hybrid online/bricks-and-mortar retail model. With a global supply chain, 50 new stores and plummeting online customer service ratings, she has limited budget to service ever more stakeholders and their issues.

Tom is HR director for a tech startup showing exponential revenue growth and a corresponding ramp-up in staffing. His background is Diversity, Equity & Inclusion and he needs to level up his core business skills to align with the company’s fast evolving business plan.

“Organizations execute their strategy by effectively deploying their human capital. Doing so requires human resources professionals to collaborate with their strategic partners around the organization and to utilize sophisticated technology and people analytics to make critical decisions. This program is about developing the HR professionals of the future.”

CORINNE BENDERSKY
Professor of Management and Organizations and Faculty Director of HARRT, UCLA Anderson
UNIQUELY UCLA

UCLA Anderson Executive Education has been a leader in executive development since 1954. Our program builds upon this proud tradition and the groundbreaking research, teaching and industry experience of our faculty to deliver powerful frameworks that can develop your HR executives into well-rounded business leaders capable of delivering vital strategic value to the modern organization.

UCLA is a globally renowned academic powerhouse but it is also uniquely entrepreneurial and individualistic, open-minded and curious, intellectually challenging and deeply caring for the communities in which we live. We are focused on stretching intellectual horizons, but we never forget our geographical roots and the place from which we draw strength and purpose.