UCLA ANDERSON
STRATEGIC HR PROGRAM

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

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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**

**Day 1**
- Strategic HR & Business Performance
- Case Study
- Strategic Thinking: Create, Capture, and Deliver Value

**Day 2**
- Human Capital Management: The Crossroads between HR and Finance
- People Analytics: From Metrics to Insights
- Introduction to Disruptive Technologies: An HR Perspective

**Day 3**
- 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

You will also:

- 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
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.

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.