

The **RBL** Group

+ *Strategic HR Development*



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A large teal geometric graphic on the left side of the page, consisting of a large triangle pointing right, with a smaller, darker teal triangle nested inside its bottom-left corner.

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*“HR professionals often focus internally on the function of HR rather than externally on what customers and investors need HR to deliver. If HR professionals are to truly serve as business partners, then their goals must be the goals of the business.”*

**Dave Ulrich,  
Co-Founder, The RBL Group**





*HR professionals must know the business.*

# HR Strategic Partners

## HR professionals who think and act from the outside-in add value in three areas:



### Talent

They build the competence, commitment, and contribution of employees throughout the organization.



### Leadership

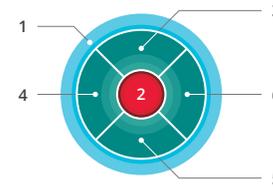
They ensure that leaders at every level deliver sustainable market value to key stakeholders.



### Culture

They take what their organization should be known for and use it to shape internal thought and action.

*We help HR professionals develop the capabilities they need to deliver value in these areas and achieve their full potential as strategic partners.*



We've identified the competencies HR professionals need to be successful strategic partners using the findings of the Human Resource Competency Study, which we conduct with the University of Michigan. Our development curriculum is built around these six competency domains:

- 1 Strategic Positioner**  
*Do I translate external trends into internal actions?*
- 2 Credible Activist**  
*Do others trust and rely on me?*
- 3 Capability Builder**  
*Do I help create my organization's culture?*
- 4 Change Champion**  
*Do I make change happen?*
- 5 HR Innovator and Integrator**  
*Do I create integrated HR solutions?*
- 6 Technology Proponent**  
*Do I leverage technology?*

# Consortiums & Public Programs

Our Human Resource Learning Partnership (HRLP) and The RBL Institute bring together a global cadre of HR professionals to generate new ways for HR to add value.

## RBL Institute

## HRLP

### What it is

The RBL Institute is a senior executive think tank dedicated to building competencies and capabilities in the areas of Strategic HR and Leadership for top global companies.

The Human Resource Learning Partnership is a unique learning experience for senior-level and high-potential HR professionals from leading global companies.

### How it works

Member companies of The RBL Institute are carefully selected to ensure that best practice exchange is mutually beneficial. Each company must have relevant experience and knowledge that other members would value. Members have access to think tank sessions, forum webinars, toolkits, and our latest research and thought leadership.

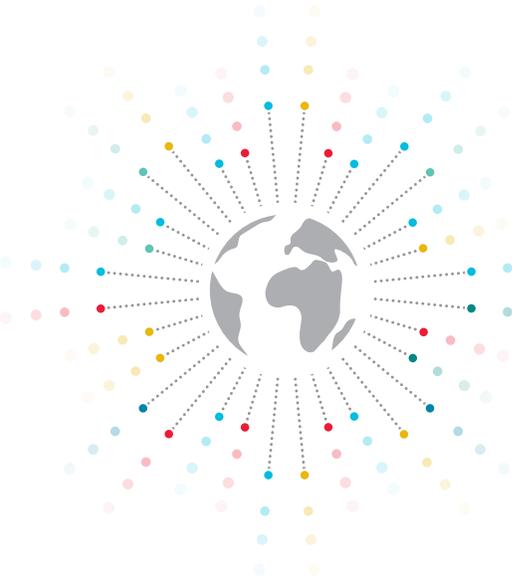
Each session is an intensive two-week learning consortium involving participant teams from forward-thinking companies. HRLP teams work on projects that add concrete value to their businesses as well as learn skills that make them more effective in their jobs. HRLP gives participants the knowledge and tools HR professionals should master to deliver value.

### Benefits

The goal of The RBL Institute is to advance HR and Leadership development practices through participative education, joint research, and networking among senior HR executives.

Participants leave with new ideas and frameworks on how to use HR to contribute value, with very specific project plans that will quickly be implemented, and with renewed personal energy for their HR profession.

*Learn more:* [rbl.net/go/institute](http://rbl.net/go/institute) / [rbl.net/go/hrlp](http://rbl.net/go/hrlp)





*Generating ideas with impact.*

*"The RBL Institute offers outstanding thought leadership, innovative practices, and a rich global network of HR Leaders—they are a responsive sounding board and advisor for me and my leadership team, and are helping Accenture to be a world-class HR organization."*

**Jill B. Smart, Accenture**

*"HRLP was, without exception, the best professional development experience of my career. The program provided me theoretical grounding, immediately applicable skills, and an amazing network of friends and colleagues with whom to learn, practice, and grow."*

**Debora Bubbs, Intel**

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# Strategic HR Academy

HR professionals who contribute to the business performance center their mindset on the goals of the business. The HR Academy is a vehicle for developing this mindset and increasing the impact of the HR professionals in your company. It's a customized development program that transforms HR professionals into strategic partners through an integrated process of assessment, coaching, training, on-the-job experience, and measurement.

*Start elevating HR contribution.*

*Learn more:* [rbl.net/go/strategichracademy](http://rbl.net/go/strategichracademy)



*"RBL doesn't just come in and tell you what they think you need to know. They work hard to understand where you're at, they meet you where you're at, and then they bring their subject matter and expertise to the table and together, forge a path forward."*

**Sam Amelio,**  
**Exelon Corporation**



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# HRSP Learning Modules

Based on our research and experience working with organizations, we've identified eight areas of knowledge that strategic HR professionals need. With these skills, HR professionals can "have a seat at the table" and use this seat to implement their organization's strategic vision. We offer eight modules that develop these strategic partnering skills in your HR professionals.

Any combination of these modules can be delivered as part of an academy or as stand-alone workshops.



Learn more: [rbl.net/go/hrspworkshops](http://rbl.net/go/hrspworkshops)

## Building HR Competency

HR competencies are the critical baseline skills for effective HR professionals. For 25 years, the Human Resource Competency Study (HRCS) has been the global standard for what knowledge and skills are necessary for successful HR professionals and their organizations. This workshop helps HR professionals understand these competencies, benchmark their own performance, and create a development plan.

### Objectives

- Understand how HR is changing to have a greater impact on business results
- Understand the competencies and behaviors required for effective HR professionals
- Assess personal strengths and weaknesses in each competency
- Identify which competencies are relevant for their current and future career goals
- Create a structured change action plan



**HRCS Research:**  
All six competencies

## How HR Creates Value

HR's strategic contribution comes from its ability to create competitive advantage by helping the business build organizational capabilities that enable the strategy and create intangible value. This workshop expands HR's stakeholder perspective to include external stakeholders (customers, investors, etc.) and gives participants a way to connect HR practices and processes with the business strategy.

### Objectives

- Develop an outside-in value creation mindset
- Have a greater ability to understand finance fundamentals
- Increase awareness of business performance and trends that could impact future performance
- Translate the business strategy into a set of organizational capabilities
- Learn how to prioritize and integrate HR practices to build these capabilities



**HRCS Research:**  
Strategic Positioner, Capability Builder, Technology Proponent

## HR Metrics & Analytics

Strategic HR professionals must have the financial and business acumen to understand business performance and use that understanding to measure and analyze the results of HR activities. In this workshop, participants learn what matters to business performance and strategy implementation. Using that framework, they identify questions where certain answers could change current HR practices and create a measurement strategy.

### Objectives

- Build ability to understand finance fundamentals
- Increase awareness of the business's current performance
- Connect the business strategy to organizational capabilities and HR practices
- Create a measurement strategy and analyze data to identify required actions



**HRCS Research:**

Capability Builder, HR Innovator & Integrator, Technology Proponent

## Talent & Engagement

One of HR's primary responsibilities is to attract, engage, develop, and position talent to meet strategic objectives and enable business performance. In this workshop, participants learn to take a strategic perspective on talent and strategies for building engagement, helping employees move through career transitions, and attracting and building the right talent.

### Objectives

- Learn firsthand how talent strategy is connected to business results
- Create a talent portfolio that meets the strategic needs of the business
- Identify the organization's employee brand and how well HR systems reinforce that proposition
- Take a strategic approach to succession planning, talent development, and engagement



**HRCS Research:**

HR Innovator & Integrator

## Organizational Diagnosis & Design

Being able to diagnose and solve problems that arise from how the organization is designed is an important part of the HR professional's toolkit. This workshop helps participants develop a systematic understanding of organizations using the Organizational Systems Model and includes an opportunity to diagnose a real-world dilemma and strategize a whole systems improvement plan. The Advanced workshop helps provide an understanding of the nuances of doing design work at the macro, functional, and micro levels.

### Objectives

- Increase diagnostic skills to better understand how the organization operates
- Strategize systematically about business challenges in the organization
- Develop a greater confidence that the focus areas of change will make a difference in results
- Increase confidence in using high-performance diagnosis and design tools



### HRCS Research:

HR Innovator & Integrator, Capability Builder, Technology Proponent

## Business Partner Consulting Skills

Strategic HR professionals often act as consultants to the business, particularly around the challenges facing its systems, culture, and people. This workshop focuses on the three critical components of consulting success: managing yourself, managing stakeholders, and managing the project. Participants bring in a consulting project they are currently involved in and apply the tools and principles discussed in the course to the project, improving individual learning and project execution.

### Objectives

- Learn and apply tools for understanding and managing stakeholders
- Identify strategies and tactics for dealing with resistance
- Build skills in scoping, diagnosing, and contracting projects with business leaders
- Improve ability to set up successful project teams
- Integrate change management principles to enable project completion



### HRCS Research:

Credible Activist, Change Champion

## Change Management

HR professionals must help business leaders think strategically about the pace and progress of the required changes. In the Pilot's Checklist for Change workshop, participants learn to apply a comprehensive framework and use practical tools to build their skills and improve existing change efforts. The workshop is organized around seven principles of change management: leading change, creating a felt need, defining direction, engaging stakeholders, making decisions, institutionalizing, and monitoring and learning.

### Objectives

- Launch and manage the team needed to lead change
- Create a felt need to build the chase for change
- Identify a clear sense of the intended outcome of the initiative
- Engage stakeholders to get buy-in and overcome resistance
- Make sure decisions are made to keep progress on track
- Institutionalize the initiative by embedding it into technology, HR, and financial systems and processes
- Monitor and learn by tracking the success of the change and adapting based on results



**HRCS Research:**  
Change Champion

## Coaching for Results

HR professionals are often called on to coach business leaders. This workshop focuses heavily on providing time and tools for participants to practice coaching in real-life scenarios, including giving feedback to business leaders, high-stakes interventions, performance coaching, and possibly career development conversations. Using RBL's Coaching for Results model, participants improve their coaching skills and become more effective in one-on-one coaching settings.

### Objectives

- Use the REAP coaching model to structure effective coaching conversations
- Practice to improve personal listening skills
- Understand how to build trust to improve coaching success
- Improve personal ability to use curiosity and questioning to create better coaching conversations
- Improve skills in coaching for feedback, career development, and performance management
- Build capability to manage the coaching process.



**HRCS Research:**  
Credible Activist, HR Innovator & Integrator



### **The Power of People.**

*Success in an organization depends on the quality of its people. We empower HR professionals with the skills and perspective they need to bring the right people and the right insights to the table and drive the organization forward.*

## *Strategic HR Development* +

The **RBL** Group

To inquire about our Strategic  
HR Development offerings:

call +1-801-616-5600

email [rblmail@rbl.net](mailto:rblmail@rbl.net)

web [www.rbl.net](http://www.rbl.net)