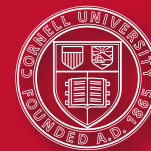


Executive Education

Delivering Strategic Capability:
Advanced Human Resource
Professional Development

ILR School
ADVANCING THE WORLD OF WORK



Cornell University



Ivy League Leadership, Bottom-Line Success

TODAY'S organizations expect more from their human resource (HR) function than ever before. They want effective systems, processes, and risk management; compliant yet innovative policies; and every component driving bottom-line impact. Making this impact goes beyond linking organizational strategy to HR activities. It requires your HR team to strategize and prioritize using frameworks similar to those used by your business leaders.

This multidimensional mindset is the basis of a Cornell ILR School education, and the foundation of our world-renowned faculty's HR management research. Our HR executive education programs are grounded in cross-disciplinary research, backed by decades of practice-based consulting, and informed by continuous interaction with senior HR leaders at Fortune 500 companies through the school's Center for Advanced Human Resource Studies (CAHRS). The continued growth and success of our clients—and the caliber of their HR professionals—is a testament to the work we do.

ILR Executive Education equips HR professionals with the mindset and tools they need to impact current business challenges and maximize future opportunities.

LEARN MORE

- Get detailed information on pricing and availability,
- Discuss solutions for your specific organization
- <http://execed.ilr.cornell.edu/>

CONTACT US AT

ilrexec@cornell.edu

or call 1-607-255-5324

{ITHACA, NY}

4 1/2
DAYS

HR STRATEGY: Creating Competitive Advantage Through People

An intensive 4 1/2 day development program for teams from diverse organizations, taking place on the Cornell University campus in Ithaca, NY.

Who SHOULD ATTEND

Intact teams of four to five mid- to senior-level HR professionals, or cross-functional teams selected specifically for the program.

PROCESS

Throughout the week, teams engage in four activities that build toward the program's objectives:

Pre-work: Our faculty works with each team to select and scope an important business issue to address during the program. This project, as well as assigned readings, provide context for learning sessions.

Sessions: Faculty provide research, cases, and tools to help participants make the linkages between business strategy and HR clearer.

Learning and Exchange:

In sessions, teams share ideas, experiences, and practices across organizations and industries. Teams present solutions and receive immediate feedback and suggestions from other participants and faculty.

Synthesize and Plan: Teams separate post-session to digest the tools and feedback they've received, applying them to action plans. Faculty work with teams on a rigorous analysis of each organization's total HR system.

OBJECTIVE

Teams that attend this program leave with an action plan to solve a current business challenge. Some past projects have focused on:

- Creating HR strategies to support large-scale business changes;
- Scoping broad workforce initiatives to drive business results, such as diversity/inclusion, agility, HR planning, social media strategy, or remote work strategy; and
- Upgrading strategy for HR Centers of Excellence to deliver new or better service to internal business partner clients.

Teams also create a support network within their organizations; members learn ways to increase the program's impact, becoming champions for their change efforts back in the office.

Each participant leaves the program with a better understanding of his/her company's business strategy, a plan for immediate implementation, a new set of practical tools to help implement their plan, and a framework for how HR can help the organization meet strategic goals.

leave with an action plan

{ONSITE
OR
ITHACA, NY}

1-5
DAYS

Custom HR Development Programs

Programs of variable duration
(usually one to five days)
customized to your organization's
competitive needs and HR
development goals.

Who SHOULD ATTEND

Individuals from your chosen HR
and/or line populations.

PROCESS

Design & Development: These programs are tailored to maximize the impact of research-based HR practices on your organization's challenges. By working with your HR leadership team and other corporate areas, our faculty leaders create a custom development program specific to your needs.

Delivery & Action: Custom courses blend research, case studies, application, and action learning projects to transform learning into practice. Some pre-work is generally required. Our faculty members serve as educators and collaborators in a highly interactive environment that respects the time and knowledge of the senior leaders we teach.

Our staff provides a seamless, professional experience for attendees—from pre- and post-program communication, to logistics and materials—onsite at locations worldwide or on the Cornell University campus.

OBJECTIVE

Organizations that invest in custom HR development programs can provide a flexible, adaptive learning curricula to meet specific and changing firm needs.

Examples of past custom program topics include:

- HR Strategy
- HR & Value Creation: Driving Business Performance
- Courage in HR
- Change Management
- Data Driven Decision Making in HR: Analytics, Metrics and Scorecards
- Creating and Sustaining High Performing Teams
- HR Leadership
- Talent Management

Programs provide executives with practical approaches for meeting business challenges, as well as guidance for how best to implement them at the individual and organizational level.

taylor-made
programs designed to maximize
the impact for your organization

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OR
ITHACA, NY}

2-5
DAYS

Learning Consortiums

Program of variable duration (usually two to five days) for organizations within industries facing similar global challenges—designed for sharing best practices, benchmarking, and tackling comparable HR challenges.

Who SHOULD ATTEND

Executives from organizations within industries whose characteristics present similar global challenges. Examples might include manufacturing, technology, finance/banking, or fast-moving consumer goods. Executives can be from intact teams or chosen from HR and/or line populations.

PROCESS

Design & Development: Consortium members collaborate with ILR faculty and staff to design an appropriate curriculum to suit their organizations' needs. Members decide how best to meet those needs by customizing the course curriculum, length, location, and format. To date, consortiums have formed to address a range of critical industry-specific issues. These have included employee engagement, benefits strategies, controlling costs of pensions & healthcare and emerging trends in employee relations.

Delivery & Action: Prior consortiums have included site and facility tours to see best practices in action; guest lectures by noted experts in industry, academia, and government; and participation by teams of HR and line executives. Some pre-work is generally required. Teams work on existing company issues, present solutions, and receive immediate feedback from peers and faculty.

Our staff provide a seamless, professional experience for attendees—from pre- and post-program communication, to logistics and materials—onsite at locations worldwide or on the Cornell University campus.

OBJECTIVE

Consortium participants leave the program with a broader set of tools for addressing their shared HR challenges, as well as an expanded support network of executives around the world.

They benefit from focused, quality strategic HR education combined with the exchange of best practices among companies facing similar issues.

Consortiums also lower training costs by distributing the cost of custom program development and delivery across several organizations.

share best
practices with other organizations
facing similar HR challenges

{NY, NY}

4 1/2
DAYS
2 SESSIONS

The Modern CHRO Role and Strategies for Success

A two-session (4 1/2 days total) development program for high-potential HR executives to prepare them for successfully assuming a chief human resource officer (CHRO) role.

Who SHOULD ATTEND

HR executives with at least 15 years of experience within HR and who show potential to assume the top HR position within a few years, or those who have already been named successor to the current CHRO. The program is limited to no more than 20 attendees.

NOMINATION: Executives must be nominated to attend by their chief human resource officer (CHRO) or CEO. A brief nomination letter and resumé is required for consideration. Companies can nominate no more than two people per program, and application is for both sessions. Sessions take place in New York, N.Y., and are traditionally held in March and November.

PROCESS

This program brings participants face-to-face with the daily realities of the modern CHRO position through two key activities:

Sessions: Structured yet open and candid dialogue with current and retired CHROs; CEOs; board of director members from large, publicly traded firms; top ILR School faculty; and industry experts in critical topic areas. Participants gain a level of exposure to key issues—such as executive compensation and BOD relationships—that is rarely available on-the-job to potential successors.

Action Learning Project: Using session information, dialogues conducted within their firms, and group feedback, participants work on a project between sessions designed to bridge the modules and highlight personal areas for development.

OBJECTIVE

Organizations that send participants to this program can expect to build a stronger internal bench of senior HR talent, one with the company-specific insights and exposure that ensure a higher probability of success in the top HR position.

Participants leave the program with an in-depth understanding of the unique dynamics of the CHRO role in their own firms, and the specific skills and abilities needed to deliver. They develop a personal development plan to address skills gaps, or to dive deeper into critical areas.

gain in-depth
understanding of the unique dynamics
of the CHRO role

leave with
a personal development plan

CAHRS

Center for Advanced Human Resource Studies

Where Top HR
Professionals and
Ivy League
Academics

.....➔ **Connect**

Linking people
and knowledge
to achieve excellence
in human resources

The Cornell Center for Advanced Human Resource Studies (CAHRS) is the world's leading partnership between industry and academia, devoted to global human resource management. CAHRS partners represent more than 70 of the world's premier companies.

NETWORKING

CAHRS facilitates the exchange of insights and practices between senior-level HR practitioners and world-class academics with:

Partner Meetings

Devoted to groundbreaking research and best practice applications, meetings are one to two days in length; attendance is restricted to partner companies and the number of participants is targeted to those who can contribute to the topic. Example topics include: The Impact of Social Media, HR Analytics, Global Teams and Global Talent Management.

CAHRS Executive Roundtables

Before they even open a textbook, the CAHRS Executive Roundtables make it possible for students in Cornell's School of Industrial and Labor Relations (ILR) to meet top human resource executives from CAHRS' companies. Students get to ask questions about the field, careers, and what companies look for in the ideal human resource candidate.

Working Groups

The CAHRS Working Group Summary Reports summarize sessions from CAHRS Partner meetings. HR professionals in CAHRS partner companies interact with peers about today's hottest HR and business issues, sharing their firms' best practices.

Partner Executive Briefings

One-day partner executive HR briefings are conducted annually showcasing the CAHRS partner company's HR policies and procedures. These briefings are designed for HR specialists, and provide opportunities to discuss current research in an informal atmosphere.

Access to Top Talent

CAHRS offers extensive interaction between its partners and students. In the past year, partners have presented in more than 50 classroom lectures, and offered a similar number of field projects for students in advanced levels. In addition, more than 100 MILR students have attended the social events associated with on campus partnership meetings, and 40 to 50 recruitment sessions are scheduled each year between CAHRS' partnering firms and ILR students.

CENTERS OF EXCELLENCE

At cahrs.ilr.cornell.edu, customized Centers of Excellence feature Best Practices, Research, Faculty Profiles, Upcoming Events and News as they relate to HR areas such as: Talent Management, Compensation, Diversity & Inclusion, Employee Engagement, HR Strategy, HR Analytics/Metrics, CHRO Role, and Globalization.

RESEARCH

Get Access to Current Knowledge That Translates Into Practice Excellence

CAHRS and its world-leading Human Resource Studies (HRS) faculty at the Cornell ILR School investigate issues relevant to practitioners and add to the HR management body of knowledge. Partnership includes participation in Cornell ILR faculty research and access to cutting-edge original research on all aspects of human resource management.

The Resource Collection summarizes the CAHRS research components:

ResearchLink

The ResearchLink series provides HR practitioners with concise, high-level overviews of research by Cornell HRS faculty. The four- to six-page summaries cover not only research studies published in academic journals, but also the most current, completed research yet to be submitted for publication.

CAHRS White Paper Series

The CAHRS White Paper Series consists of specially tailored research literature reviews compiled by CAHRS graduate research assistants to coincide with our partnership meeting themes.

Custom Partner Issues Studied and Addressed by Cornell Faculty and Students

CAHRS faculty supervise individual student "directed study" projects on key topics. CAHRS partners can participate by providing best-practice examples, responses to surveys, and assistance in shaping the projects.

CAHRS Online Webcasts

CAHRS partners can connect with ILR faculty, HR professionals, participate in live discussions about critical HR topics, and access archived webcasts.

CAHRS Top 10 News and *hrSpectrum* Newsletter

CAHRS partners receive a free monthly digest of the top 10 news items covering key workplace issues and a bimonthly electronic newsletter providing them access to global best practices and new research in strategic HR management.

.....➔ **LEARN MORE**

about the benefits of being a CAHRS member.

Contact us at cahrs@cornell.edu or call 1-607-255-9358.



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