



Our HR Strategy: *Creating Competitive Advantage through People* program is now for company teams only. Companies send a small team (4-5 people) to the course to provide a combination experience. Each team learns best practices from other participating companies, while also working together on issues specific to their company—the type of work from which we find deeper learning and transfer take place.

Teams can be comprised of mid- to senior level HR generalists/managers, or can be multifunctional teams that include HR managers. We accept a maximum of six (6) teams per class, and registration is on a first-come basis. If a class is full, companies can request to be added to our waiting list for the next available dates.

Course Objectives: Each company team will come to this course with a focused, current **business** problem for which they are expected to begin generating the **HR solution** through their work in class.

The course curriculum generally covers:

- **Understanding and identifying** how companies create value for key stakeholders (shareholders, customers, employees, communities, etc.), and how the value chain informs strategy formation.
- **Identifying HR activities that help optimize value creation** for stakeholders, vertically aligning HR practices with corporate strategy, and horizontally aligning HR practices with each other into a coherent whole.
- **HR's Role in Driving Organizational Change** — The Change Acceleration Program (CAP) helps identify the steps for a successful change process, while separating change content from the change process; this session outlines and discusses diagnostic and planning tools for change.
- **Leading the HR Function: the Next Paradigm** — HR's critical roles in building capabilities, providing critical information to influence corporate strategy formulation, and guarding against human frailties in executive decision-making.
- **Plus, at least one half-day session dedicated to an intense analysis of a pressing business HR issue.** Recent topics have included "Courage and Ethics in HR," and "Driving Innovation at Work."

Why We Like this Approach:

- **Increases the transfer of training and knowledge back to the workplace.** Teams work on existing company issues, are encouraged to present solutions, and receive immediate feedback and suggestions from other participants and faculty.
- **Improves the overall effectiveness of your HR organization and change efforts.** Our team training format helps create a support network within participating organizations, making team members champions for their change efforts back in the office.
- **A great learning experience for people two to three levels beneath the chief HR officer,** and very useful for a group from the same business unit who are wrestling with a particularly critical or thorny business issue.

Program Fee*:

April 2010 = \$20,000/team
September 2010 = \$22,000/team

CAHRS Partner Fee*:

2010 = \$15,000 per team

**Includes tuition, instructional materials, and most meals.*

Location:

Cornell University
ILR Conference Center
Ithaca, NY 14853

For more information or to reserve a spot for your team, contact:
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