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Congratulations to the Participants for the Inaugural CHRO Academy

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Jeffrey Rowland
Executive Dir, HR, Staff and Labor Relations
UNIVERSITY OF PENNSYLVANIA

Joanna Echols
Director of HR Strategic Initiatives
VANDERBILT UNIVERSITY

Mani Vang
Sr. Dtr. For Employee and Labor Relations, OHR
UNIVERSITY OF MINNESOTA



For more information about the
ARU-HRI CHRO Academy please see:
[https://aru-hrinstitute.org/events-and-
initiatives/chro-academy/](https://aru-hrinstitute.org/events-and-initiatives/chro-academy/)

Inside this issue:

- 2 From the President
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- 3 Message Reaffirming Values

From the President



DEAR COLLEAGUES:

Many thanks to those of you who have already paid your membership fee. For others, your ARU-HR Institute membership fee of \$2900.00 for July 1, 2023 - June 30, 2024 is due by August 1, 2023 and

can be paid at this link:

<https://members.cupahr.org/services/events/display.aspx?EventKey=ARUHRI2023>

Log in using your CUPA-HR credentials, and if you need assistance, feel free to contact Tina Le-Phan, tle-phan@cupahr.org, 1-865-862-2860.

As discussed in our newsletter Inform and unanimously endorsed by the members present at the 2022 annual conference in Chicago, ARU-HR Institute is implementing a membership fee to support all of our programs and services including the annual conference and the CHRO Academy. If you have questions about the fee, please contact me – president@aru-hrinstitute.org, 734-355-2404.

As always, please share your ideas and suggestions.

Respectfully,

Laurita

president@aru-hrinstitute.org
734-355-2404

ARU•HRI 2023 Annual Conference
Nov. 13-15
New York, NY
Save the Date

LP Program Update

The ARU-HRI's subcommittee kicked off its first event on March 29th with Dave Ulrich as the keynote speaker for the event. The first session was devoted to: Emerging HR Agenda at Universities: How Human Capability Delivers Value to All Stakeholders with a Focus on Talent. 26 participants were able to attend the online session that included a Q&A session. We thank all of our colleagues who were able to attend and look forward to seeing you at future sessions.



Please **SAVE THE DATE** now for **JUNE 28th** when **Susan Basso, Principal at Huron Consulting, will be our keynote speaker.**

On behalf of the subcommittee, thank you for your commitment to advancing your professional learning,

Amanda Bailey, VPHR, Boston University
and **Cheryl Reardon**, CHRO & Associate VPHR, University of Iowa
Co-Chairs, ARU-HRI Learning Partners' Program

SUBCOMMITTEE MEMBERS:

Christina Brogdon, VP & CHRO, Michigan State University
Carolyn Gregory, VPHR, Case Western Reserve University
Lorraine Goffe, VPHR and CHRO, Northwestern University
Rythee Lambert-Jones, Asst VPHR, University of Maryland

ARU-HRI LP Session (March 29) Slides from Dave Ulrich

SEE ENTIRE SLIDE PRESENTATION STARTING ON PAGE 4

**Emerging HR Agenda at Universities:
How Human Capability Delivers Value to
All Stakeholders with a Focus on Talent**

Presented by
Dave Ulrich
Rensis Likert Professor, University of Michigan
Partner, the RBL Group
(dou@umich.edu)
March 29, 2023

ARU•HRI

rbl

The **BEST** is yet **AHEAD**
*How Human Capability
Delivers Value to All
Stakeholders with a
Focus on Talent*

Transitions

Welcome – We look forward to working with you!

Welcome to **Patricia Hardaway** (phardawa@ucsc.edu) who is serving as Acting Associate Vice Chancellor, Staff Human Resources at University of California Santa Cruz. Steven Stein previously held this position.

Welcome to **Katie Hall** (hall.738@osu.edu) who will be serving as Interim CHRO/Chief of Staff at The Ohio State University as Jeff Risinger has taken a position at University of Kansas Health System.



Dr. Sharri Margraves capstone project was Recognition Programs in premier research universities. She worked with ARU-HRI for 1-1/2 years and presented her research at our last annual conference. She received her EDD on April 29.

Welcome New Members / Members in New Places

The content of this article is from the announcement at their institution.



ANTWAN LOFTON

Antwan Lofton has been named vice president for Human Resources at Duke. He has served as the interim vice president for Human Resources since April 2022, while also serving as the assistant vice president for Staff and Labor Relations and Staff and Family Programs since 2017.

His appointment follows a national search process coordinated by a committee with membership drawn from both the University and the Health System (see below) that was chaired by Tracy Futhy, vice president for Information Technology and Chief Information Officer. Milton Hall from Human Capital Consultants, LLC, also supported the search committee's efforts.

"Antwan has proven himself to be a great partner to both University and Health System leadership in navigating a complicated environment as relates to both engaging and developing Duke's amazing staff and attracting new employees to the institution," said Executive President, Daniel G. Ennis. "He is an especially gifted leader in employee and labor relations, which will serve him well as he takes on this leadership role on a permanent basis. I am, in particular, excited about the critical role that Antwan will play alongside other institutional leaders in delivering on Duke's racial equity commitments and our broader diversity, inclusion and belonging programs and initiatives."

Lofton, who has worked in human resources for more than 20 years, will lead the development and implementation of effective human resource services and policies that support the strategic priorities of the University and Health System. In addition to ensuring compliance with regulatory and legal requirements, he will oversee all benefit plan designs and administration, implement strategies to recruit and retain a diverse workforce, and promote the ongoing development and advancement of Duke's talent force.

"I am humbled and honored to continue to serve Duke and its people as we prepare to write the next chapter in Duke's story," Lofton said. "We have a great team in Human Resources, and together we will meet the challenges and fully realize the opportunities to exceed our institutional ambitions."

Message Reaffirming Values

At ARU-HRI, our shared vision states that

*The ARU-HR Institute will be recognized as a trusted resource, thought leader and strategic partner in support of Chief Human Resources Officers (CHROs) in higher education by providing innovative and timely professional development, conducting research in collaboration with its partners, and creating opportunities for CHROs to establish, develop, and nurture cooperative ties to advance not only their work but also their careers as leaders. **The ARU-HR Institute members will collaborate to grow and identify a diverse talent pool for human resources leadership positions within their member institutions.***



Consistent with our values as Chief Human Resources Officers, and in order to grow and identify a diverse talent pool, we must continue to support the creation of diverse and inclusive workplaces where employees of all backgrounds and lived experiences can thrive. We know that different ideas, perspectives and backgrounds create a stronger and more creative work environment that delivers better results and that when people feel respected and included they can be more effective, innovative, and successful.



ARU-HRI LP Session (March 29) Slides from Dave Ulrich

Emerging HR Agenda at Universities: How Human Capability Delivers Value to All Stakeholders with a Focus on Talent

Presented by
Dave Ulrich
Rensis Likert Professor, University of Michigan
Partner, the RBL Group
(dou@umich.edu)

March 29, 2023

Evolution of human capital to human capability

The evolution of the human resource agenda
<https://www.linkedin.com/pulse/the-provocative-evolution-human-capability-best-yet-ahead-ulrich/>

- Create marketplace value (outside-in)
- Deliver organization and leadership
- Align HR practices with business strategy
- Deliver individual competence (talent)
- Design and deliver HR practices
- Functional excellence
- Terms and conditions of work
- Operational excellence

PERSONNEL → HUMAN RESOURCES → HUMAN CAPITAL → HUMAN CAPABILITY

Overall Goals and Agenda

IDEAS Emerging HR Agenda at Universities IMPACT

Now is the time for talent + human capability

Talent: Getting the best out of your people

Organization: Creating the right culture

Leadership: Creating the right leadership code

HR: Implications for HR department and people

Human Capability Initiatives

How many of these initiatives have you tried in your organization?

- Agile organization
- Diversity, equity, and inclusion
- Technology: Digital reinvention AI, machine learning
- Employee primacy
- Hybrid work
- Distributed leadership
- Leadership academy
- ESG: Social responsibility
- Great resignation/ Retain people
- HR practices: people, work, accountability, information
- Reskilling workforce
- Leader as meaning maker with emotion
- Changing to the right culture
- HR people: competencies
- Collaboration/ network/ecosystem
- HR transformation
- Customer focused agenda
- Strategic clarity / Purpose
- Employee well being/ experience

Now is the time: Evolving views of HR

THEN NOW NEXT?

Why We Hate HR
In a knowledge economy, companies with the best talent win. And finding, nurturing, and developing that talent should be one of the most important tasks in a corporation. So why does human resources do such a bad job — and how can we fix it?

Why more people want to work in HR now
As human resources has evolved into a more strategic role, the field is becoming more attractive to all kinds of workers. But will that improve its reputation?

Science of taxonomy, typology, classification

Menu at restaurant

Visiting a library

Selecting a car

Making investment

Enrolling in classes

CLASSIFICATION

Business context -- Higher Education – Human Capability

BUSINESS CONTEXT

- Global pandemic
- Emotional malaise
- Political toxicity
- Digital revolution
- Government regulation
- Demographics
- ESG
- Civil unrest

HIGHER EDUCATION/UNIVERSITY

1. Competitive market
2. Value: Flexibility/hybrid
3. Cost
4. Emotional well being
5. Stakeholders (students, faculty staff, leaders, legislators, industry employers)
6. Etc.

Increased focus on ... human capability

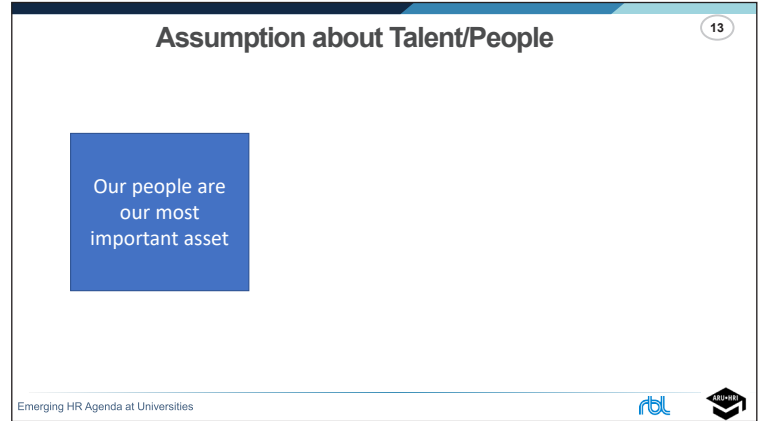
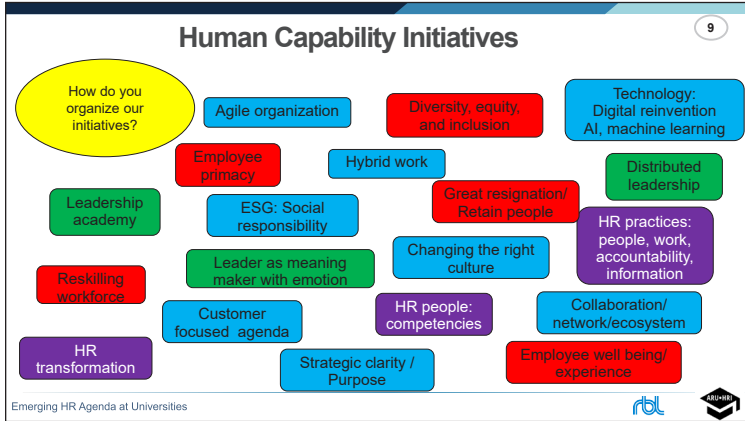
Overview of Human Capability

- **Today:** Most people and organization initiatives and assessments are piecemeal and haphazard
- **Tomorrow:** A shared definition of human capability that enables measurable improvements and comparisons across companies

HUMAN CAPABILITY

- TALENT (HUMAN CAPITAL)**
What should your company do to ensure the right individual competence, workforce, or skills?
- LEADERSHIP**
What should your company do to have the right leaders and shared leadership at all levels?
- ORGANIZATION**
What should your company do to have the right organization capability, workplace, or team?
- HUMAN RESOURCES (HR)**
What should your company do to have the right HR department, practices, metrics, and people?

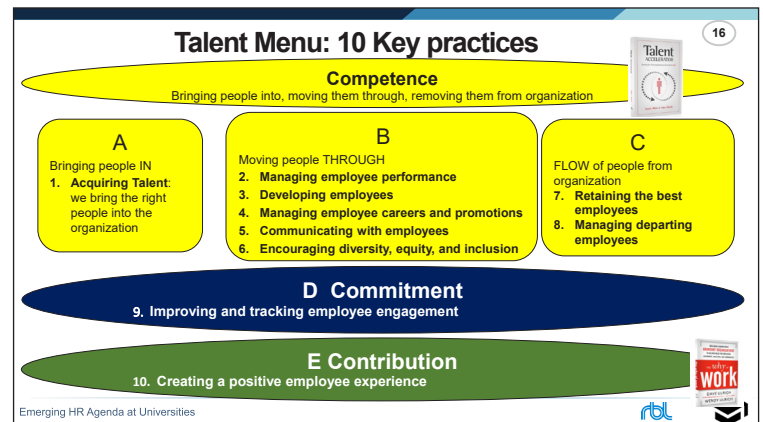
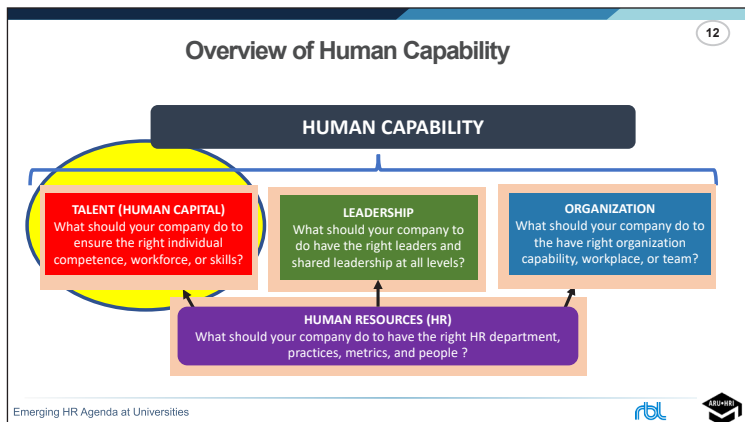
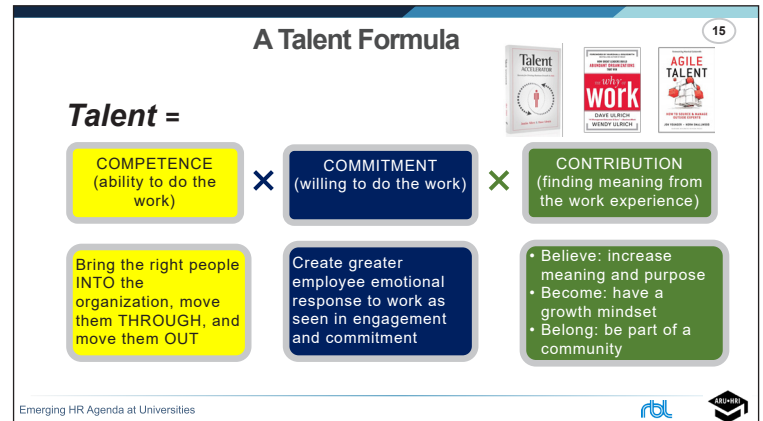
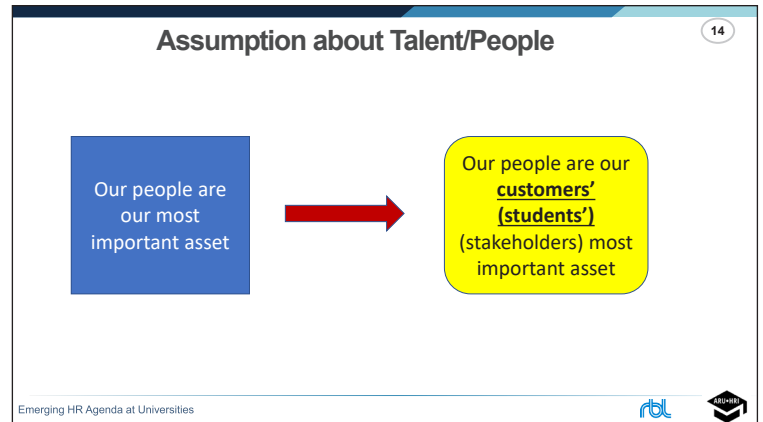
ARU-HRI LP Session (March 29) Slides from Dave Ulrich (Continued from page 4)



Human capability in higher education

	Talent	Leadership	Organization/Culture
Administrative Staff	Endure competence, commitment, contribution of staff	Build a leadership agenda and bench	Architect the identity and culture of the support roles
Academic staff (Faculty)	Manage the process of talent but not the "content"	Help faculty leaders learn to lead (strategy, execution, people, personal)	Help create a positive work environment for faculty

Emerging HR Agenda at Universities



(Continued on page 6)

ARU-HRI LP Session (March 29) Slides from Dave Ulrich (Continued from page 5)

Competence: [1] Bringing People In 17

Bringing people IN

- a) **Set standards:** *what is expected?* technical/social
- b) **Source candidates:** *where do I find people?* referrals; contingent workers
- c) **Screen candidate:** *how do I assess them?* behavioral interviews
- d) **Secure candidate:** *why should they work for me?* create value proposition
- e) **Orient candidate:** *how do they get started?* first experiences

Emerging HR Agenda at Universities rbl

Competence: [4] Managing employee potential 21

Ambition	Does this person have the ambition to grow, test themselves, and become the best they can become in whatever career path they choose to follow?	1	2	3	4	5
Ability	Does this person have the basic abilities and intelligence to fulfill the highest levels of achievement in their chosen career path?	1	2	3	4	5
Agility	Does this person love to learn and attack career related data to capture new and unique ideas that can be applied to solving business problems and building their career?	1	2	3	4	5
Achievement	Has this person been highly successful in their assignments and have a track record of exceptional success in all responsibilities they have been assigned?	1	2	3	4	5

Overall how would you rate this individual's potential?

Very little upside

Reached career potential

Worthy of our investment

Has a very big upside

Absolute winner

Emerging HR Agenda at Universities rbl

Competence: [2] Managing employee performance 18

- Help me understand
- The data
- To solve the problem

Emerging HR Agenda at Universities rbl

Competence: [5] Communication Tips 22

Hints for communication

1. Be redundant: 10:1 sharing of similar messages
2. Affect: share emotion and empathy
3. Simplicity: keep messages simple
4. Listen with empathy: hear the messages
5. Stories: personalize and tell stories
6. Positive: 5:1 positive to negative comments
7. Check it out: ask for clarity
8. Attend to body language/non-verbal: eye contact, physical setting

Emerging HR Agenda at Universities rbl

Competence: [3] Developing Employees 19

50%

ON-THE-JOB
 • Job assignments
 • Special projects
 • Supported by one-on-one coaching and internal coaching/mentoring

30%

EDUCATION
 • Guest not tourist training
 • Learning solutions more than action learning
 • Attend as teams; solve problems
 • Make training part of work

20%

LIFE EXPERIENCE
 • Business or industry leadership positions
 • Community involvement
 • External mentors
 • Personal growth

Emerging HR Agenda at Universities rbl

How to build a communication plan: 4 Questions 23

Message: What is the message I want to share?

- Be simple (KISS).

Audience: Who should hear the message?

- Be specific about the receivers of your ideas.
- Reduce noise from sender (you) to receiver.

Timing: When should I share the message?

- Be consistent and redundant.

Method: How do I share my message?

- Be redundant.

Emerging HR Agenda at Universities rbl

Develop Employees: Creating Individual Development Plan 20

Development activities	Year 1				Year 2			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Attend a university course								
Attend an in-company course								
Do a 360								
Receive coaching								
Participate on a task force or special project on globalization								
Participate on a task force or special project on innovation								
Participate on a task force or special project on cost cutting								
Shadow a leader								
Make presentation to senior team or Board of directors								
Do site visit to key outside companies								
Job assignment in a different culture								
Assignment in a staff function								
Responsible for a P&L								
Do a psychometric assessment and get some coaching								
Participate in service or philanthropy								
Join a social media network								
Present at a conference								
Publish an article								
Etc.								

Emerging HR Agenda at Universities rbl

How to build a communication plan: 4 questions 24

Targets	TIMING					
	1	2	3	4	5	6
A						
B						
C						
D						
Etc.						

What to share

A

B

C

How to share:

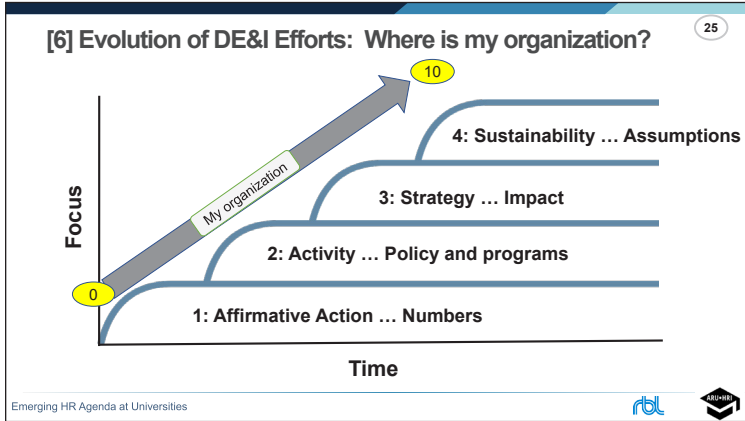
1. All hands meetings
2. Written memo/policy
3. Web site
4. E-mail/twitter
5. Social media
6. One on one meetings
7. Teleconferences
8. Videos

9. Newscasts
10. Speeches
11. Newsletters
12. Articles inside and out
13. One on one meetings
14. Symbols
15. etc.

Emerging HR Agenda at Universities rbl

(Continued on page 7)

ARU-HRI LP Session (March 29) Slides from Dave Ulrich (Continued from page 6)



Competence: [8] Removing key people

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Hints for removing people

- Tie to strategy: focus retention on strategic requirements
- Be bold: go deeper than you need to
- Pay attention to those who stay as well as those who go
- Follow laws of the land
- Be public

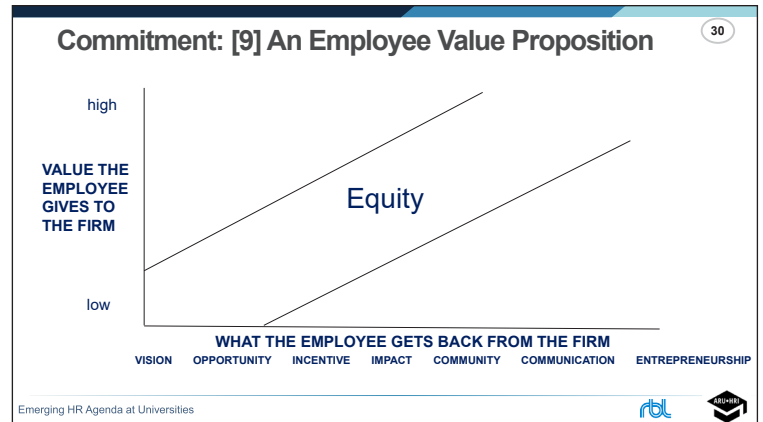
Emerging HR Agenda at Universities

Assumptions #1: Power vs. Empower

26

	POWER	EMPOWER	QUESTION
1	Human action (what do you do)	Human potential (who could you become)	How can we develop human potential? DEI is less about what we do than what we become
2	Allocate fixed resources (winner/loser)	Generate additional resources (many winners)	How can we increase opportunity for all? DEI increases the pool of opportunity
3	Focus on visible evidence (status, title, numbers, actions, program, events)	Focus on internal values (assumptions, beliefs, mindset)	How can DEI personal values be personalized and institutionalized? DEI becomes a part of everyone's agenda
4	Today's state	Tomorrow's opportunity	How can we invest in the future? DEI builds invests in the future generations
5	Self (what is my DEI agenda)	Other (how do I make DEI everyone's agenda)	How can our leaders build leadership in others? DEI is embedded in all leaders
6	Get you to do what I want (force action)	Help you do what you want (encourage action)	How can I help you live your values? DEI is consistent with my values (compassion, empathy, understanding)

Emerging HR Agenda at Universities



Assumption #2: Everyone has something to offer

27

I have a role

I am connected/
Have relationships

I have something to offer

Emerging HR Agenda at Universities

Commitment Exercise: [9] Increase employee value

31

Think of the people who report to you (A, B, C, etc.).
What is the greatest driver of commitment for that person (put a check).
How could you use that driver to increase their commitment?

Commitment Drivers	A	B	C	D	E	F	Etc.
Vision							
Opportunity							
Incentive							
Impact							
Community							
Communication							
Empowerment							

Emerging HR Agenda at Universities

Competence: [7] Retain key people

28

Hints for retaining people

- Focused retention: Not every employee is worth retaining
- Do a "stay" interview (Beverly Kay)
- Find ways for them to "go public" and act as if they are committed
 - Representing firm
 - Doing referrals
- Create a customized value proposition (experience)
- Let people go, but stay in touch (best source of future talent is current talent)

Emerging HR Agenda at Universities

10. Keys to positive employee experience

32

Be Safe	Believe	Become	Belong
<ol style="list-style-type: none"> 1. I have a job because my organization will succeed 2. Strengthen safety and healthy living 3. Promote a healthy work environment 	<ol style="list-style-type: none"> 1. Clarify beliefs, values, desires 2. Connect work to my values, causes, people 3. Connect work to organizational outcomes I believe in 	<ol style="list-style-type: none"> 1. Develop and promote a growth mindset 2. Remember "I'm not failing, I'm learning." 3. Take risks to grow 	<ol style="list-style-type: none"> 1. Connect with others by engaging 2. Connect by being authentic 3. Connect by supporting

Emerging HR Agenda at Universities

(Continued on page 8)

ARU-HRI LP Session (March 29) Slides from Dave Ulrich (Continued from page 7)

Talent Menu: 10 Key practices

33

Competence
Bringing people into, moving them through, removing them from organization

A
Bringing people IN

1. Acquiring Talent: we bring the right people into the organization

B
Moving people THROUGH

2. Managing employee performance
3. Developing employees
4. Managing employee careers and promotions
5. Communicating with employees
6. Encouraging diversity, equity, and inclusion

C
FLOW of people from organization

7. Retaining the best employees
8. Managing departing employees

D Commitment
9. Improving and tracking employee engagement

E Contribution
10. Creating a positive employee experience

Emerging HR Agenda at Universities

Organization: Evolution of Cultural Thinking

37

Right culture: identity, brand, reputation with outside-in focus

Patterns/Norms: how things are done around here; implicit rules and ways of working

Systems/Climate: perceptions of impact of work systems on employees ... information, decision, accountability, people

Values/Behaviors: what we care about; often core values of leaders that affect employee and leader behaviors

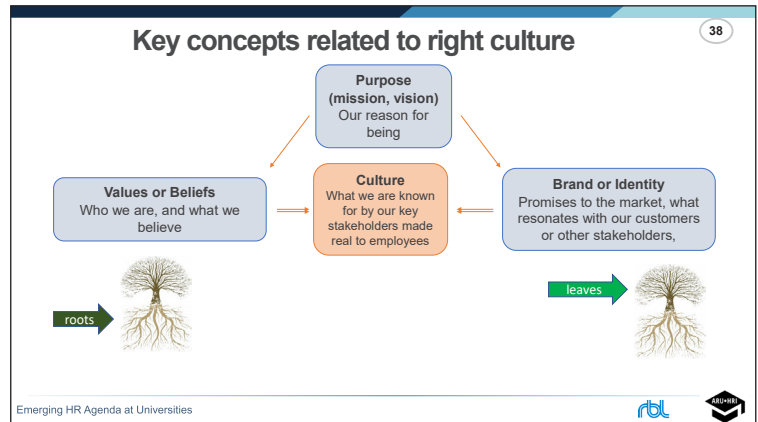
Emerging HR Agenda at Universities

Summary of Talent Actions

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Talent Domains	A Pick one	B Talent Actions
1. Acquiring talent		Set criteria, source, screen, secure, orient
2. Managing employee performance		Goals, measure, consequence, conversation
3. Developing employees		Training, on the job, life experiences
4. Managing employee careers and promotions		Manage stages, build high potentials
5. Communicating with employees		Share information down, up, sideways
6. Encouraging diversity, equity, inclusion		Move from numbers to programs to assumptions
7. Retaining the best employees		Behave as if, offer incentives, stay interview
8. Managing departing employees		Manage performance, remove boldly and fairly
9. Improving and tracking employee engagement		Measure sentiment, take personal responsibility
10. Creating a positive employee experience		Encourage belief, become, and belong

Emerging HR Agenda at Universities



Overall Goals and Agenda

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IDEAS Emerging HR Agenda at Universities **IMPACT**

Now is the time for talent + human capability

Talent: Getting the best out of your people

Recognize the importance of human capability to respond to business context; seek guidance

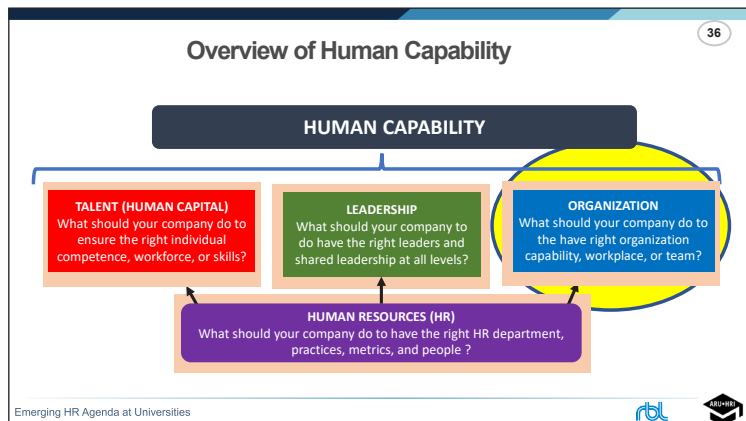
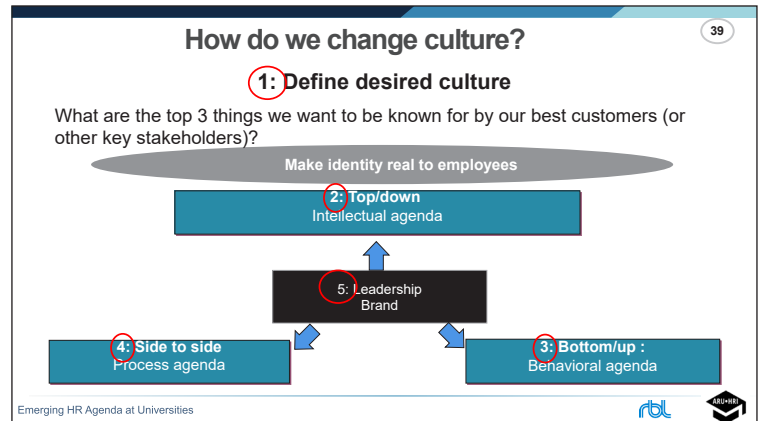
Invest in the competence, commitment, and contribution of our people

Organization: Creating the right culture

Leadership: Creating the right leadership code

HR: Implications for HR department and people

Emerging HR Agenda at Universities



Overall Goals and Agenda

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IDEAS Emerging HR Agenda at Universities **IMPACT**

Now is the time for talent + human capability

Talent: Getting the best out of your people

Recognize the importance of human capability to respond to business context; seek guidance

Invest in the competence, commitment, and contribution of our people

Organization: Creating the right culture

Define, audit, and improve the key organization capabilities

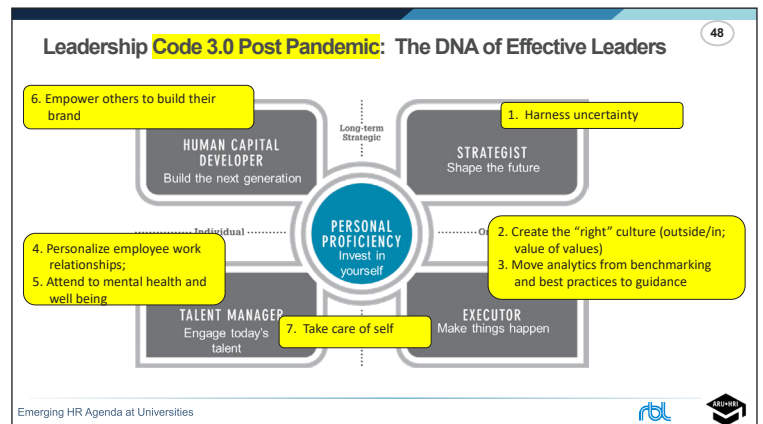
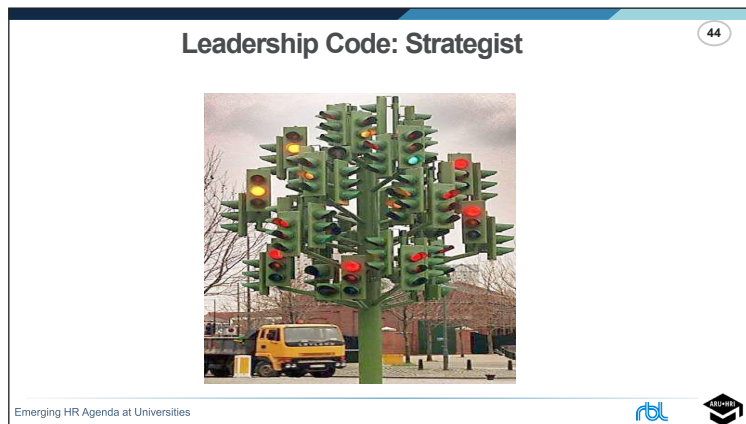
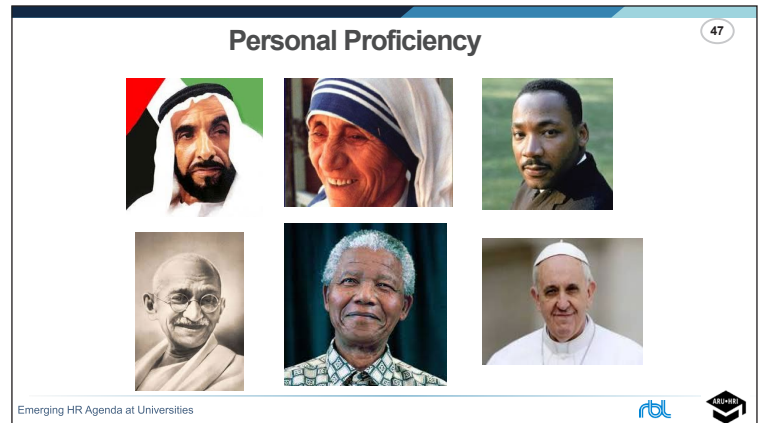
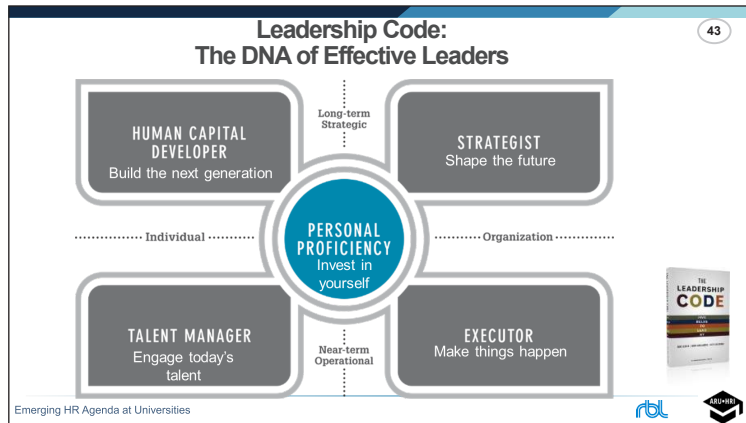
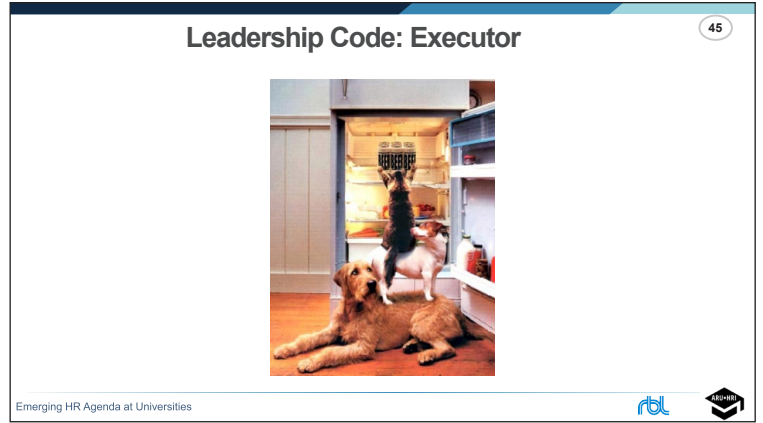
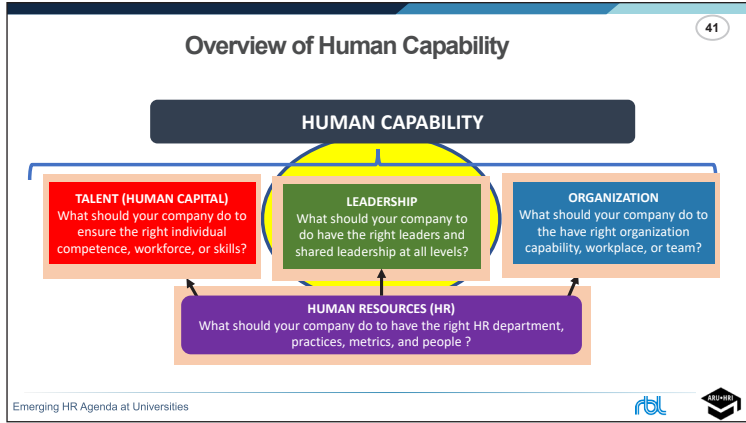
Leadership: Creating the right leadership code

HR: Implications for HR department and people

Emerging HR Agenda at Universities

(Continued on page 9)

ARU-HRI LP Session (March 29) Slides from Dave Ulrich (Continued from page 8)



(Continued on page 10)

ARU-HRI LP Session (March 29) Slides from Dave Ulrich (Continued from page 9)

Overall Goals and Agenda

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IDEAS

Emerging HR Agenda at Universities

IMPACT

- Now is the time for talent + human capability Recognize the importance of human capability to respond to business context; seek guidance
- Talent: Getting the best out of your people Invest in the competence, commitment, and contribution of our people
- Organization: Creating the right culture Define, audit, and improve the culture
- Leadership: Creating the right leadership code Create a leadership code that defines leadership competencies
- HR: Implications for HR department and people Upgrade HR department and HR people

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Overall Goals and Agenda

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IDEAS

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IMPACT

- Now is the time for talent + human capability Recognize the importance of human capability to respond to business context; seek guidance
- Talent: Getting the best out of your people Invest in the competence, commitment, and contribution of our people
- Organization: Creating the right culture Define, audit, and improve the culture
- Leadership: Creating the right leadership code Create a leadership code that defines leadership competencies
- HR Implications Upgrade HR department and HR people

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HR Function Actions for Effectiveness

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HR Domains	Action
1: HR Reputation	Do an HR reputation exercise to build unity about identity
2: HR Customers	Define key stakeholders and determine what each gets from human capability
3: HR Purpose	Create an HR purpose (mission): who we are, what we do, why we do it
4: HR Design	Govern HR to connect specialists to generalist and allocate resources with agility
5: Human Capability	Diagnose, prioritize, and deliver human capability that creates stakeholder value
6: HR Analytics	Provide rigorous and relevant information to improve decision making
7: HR Digital Technology	Use digital to be efficient, innovate, share information, and form relationships
8: HR Practices	Innovate, align, and integrate people, performance, information, and work initiatives
9: HR Professionals	Diagnose, test, and upgrade competencies of HR professionals
10: HR Relationships	Define and ensure positive working relationships among HR and HR and others

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Implications ..

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For me personally as a business leader

× For My Organization

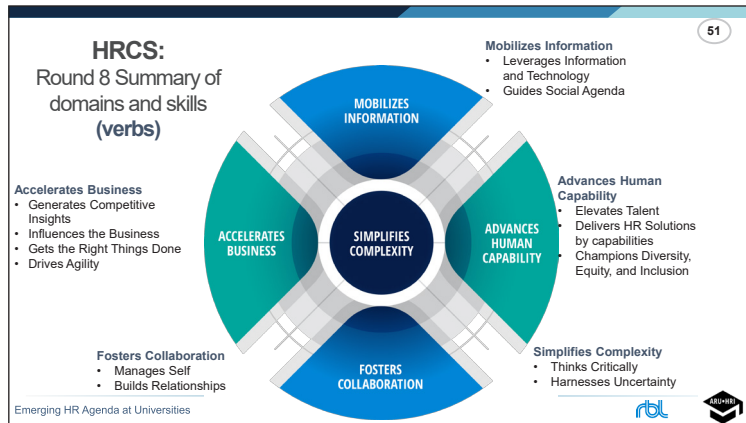
× For the HR / training professionals

What should I be, know, and do to deliver more value to all stakeholders?

What can we do to build better human capability?

How can HR professionals respond to the opportunities?

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Questions/Takeaway:

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What is something you heard that will help you or your organization be more effective?

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