



CORPORATE
EXECUTIVE
BOARD

TM

WHAT THE BEST COMPANIES DO

HR LEADERSHIP ACADEMY®





Building HR Staff Capabilities to Achieve Business Outcomes.

- What skills are critical for increasing HR's strategic partnership with the business?
- How does the HR Leadership Academy build individual and organizational capabilities?
- How can you partner with the HR Leadership Academy to address your organization's development needs?

LEADERSHIP ACADEMY PURPOSE

A Unique Learning Experience That Builds Critical Capabilities. We Enhance the Performance of Individuals and Organizations by Building the Skills Necessary to Increase Strategic Business Partnerships and Develop the Next Generation of Leaders.

HR
Leadership Academy  **900+**
Participants Enrolled

Finance
Leadership Academy  **300+**
Participants Enrolled

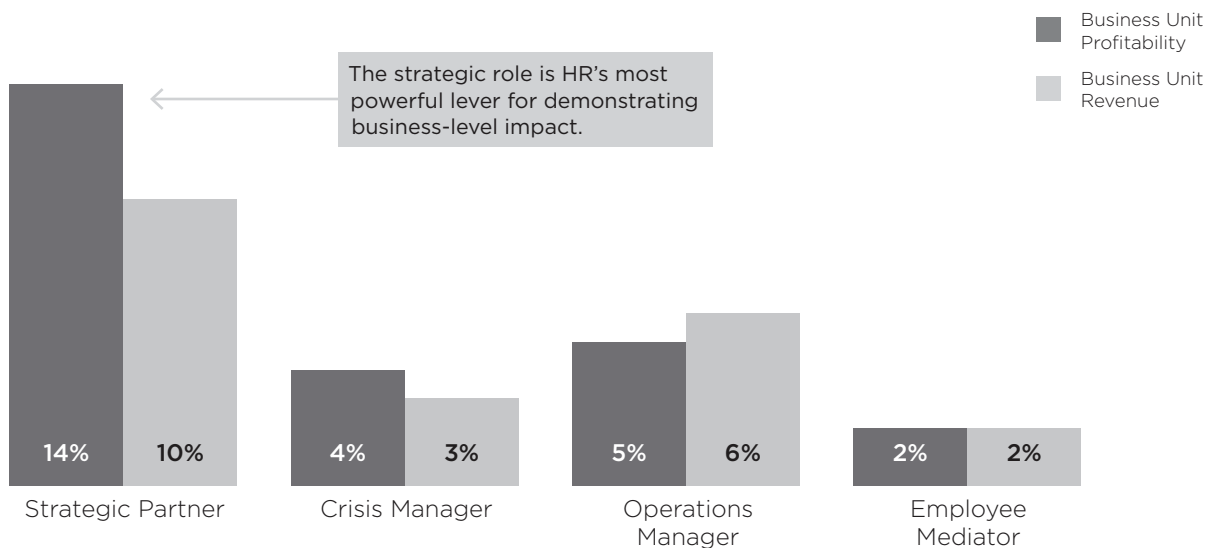
IT Business Leadership
Academy  **400+**
Participants Enrolled

Legal
Leadership Academy  **100+**
Participants Enrolled

WHAT WE ADDRESS

Serving as a Strategic Partner is critical for HR Professionals. Yet a Survey of Chief Human Resource Officers found that HR Professionals Lack Key Skills Required to Deliver on these Role Expectations.

Maximum impact of HR Roles on Business Outcomes



Top Five Skill Gaps

- Overall Business Knowledge
- Root-Cause Analysis
- Synthesizing Conclusions and Recommendations
- Quantitative Analysis
- Insight Identification

Source: Corporate Leadership Council, *Building Next-Generation HR-Line Partnerships*, Washington, D.C. The Corporate Executive Board Company, 2007; HR Leadership Academy research.

WHAT WE TEACH

The Skills We Teach Support Strategic Business Partnership and Participants Immediately Apply These Skills to Key Business Projects.

Session I: Building and Analytical Foundation

- Understand how HR can drive value and support new lines of business
- Identify and diagnose business problems
- Use statistics to enhance decision making
- Apply analytical skills to create a strategic workforce plan

Session II: Improving Financial Acumen

- Understand financial statements and how cash flows through an organization
- Interpret financial metrics and calculate the financial impact of HR decisions
- Build the economics of a business case

Session III: Obtaining Stakeholder Commitment

- Tailor communications to appeal to different audiences and uncover stakeholder needs
- Present powerful business cases that drive stakeholders to action
- Overcome objections and secure stakeholder agreement for HR recommendations

Benefits to Your Team and Organization.

- **SHARED PERSPECTIVE AND BROAD-BASED PARTICIPATION** The HR Leadership Academy enables the entire HR department to work more effectively and consistently with its business partners. The curriculum provides a common viewpoint and set of skills that accelerates learning and application.
- **CONTINUING EDUCATION CREDITS** The HR Leadership Academy is an approved provider of HRCI credits through the Society for Human Resources Management, which allows you to develop staff capability while earning required credits.
- **CONVENIENCE AND REDUCED PER PERSON COST** Host organizations find it less disruptive to conduct training sessions in-house, which yields considerable savings in reduced travel and expenses.

HOW WE DESIGN OUR LEARNING EXPERIENCE



The Academy Design Supports Skill Application to the Business.

Business Application

- Participants apply skills to key business projects through classroom activities and post-session assignments.
- The Academy Impact Measurement (AIM) process enables participants to evaluate the impact of skills application against key organizational priorities.

Functional Relevance

- Curriculum is based on interviews with Chief Human Resource Officers, Best Practices from the Corporate Leadership Council, and feedback from more than 900 participants.
- Application exercises are tailored to the roles of HR professionals.

Skill Retention

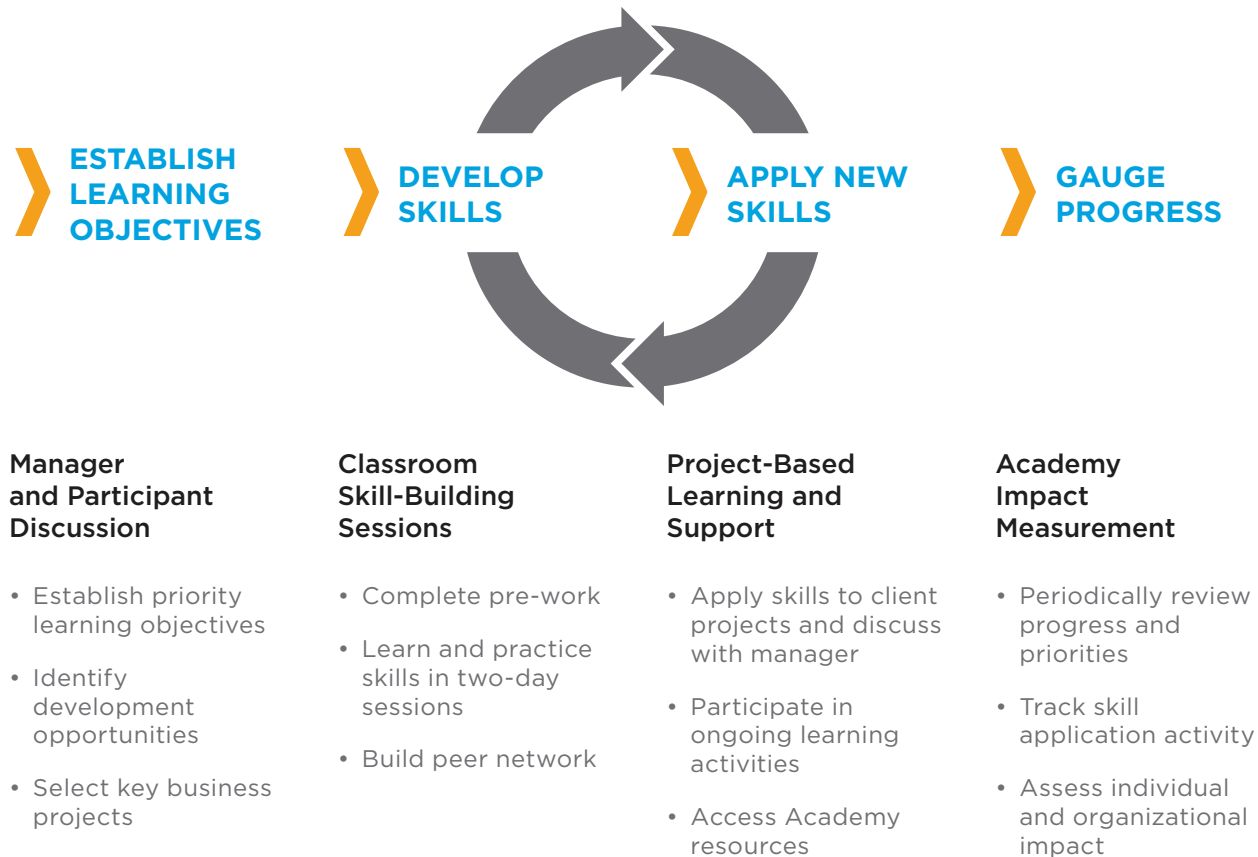
- To appeal to different learning styles, sessions are 25% lecture and 75% discussion and application.
- Opportunities to practice skills include case studies, presentations, role plays, and reflection activities.

Peer Learning

- Cohorts are divided into peer groups of 4-7 participants to maximize networking and feedback opportunities.
- Participants learn from and teach others throughout the Academy, both inside and outside of the classroom.

HOW WE DELIVER OUR LEARNING EXPERIENCE

The Academy Experience Develops Leadership Capability while Accelerating Key Business Projects.



HOW WE SUPPORT THE LEARNING EXPERIENCE

Academy Participants Access a Dynamic Web Portal That Supports Continuous Learning Throughout the Experience.

Resources and Networking Opportunities



- **PRE- AND POST-SESSION ASSIGNMENTS**—Extend classroom learning and application through activities and reflection.
- **ONGOING LEARNING ACTIVITIES**—Highlight Best Practices or emerging issues, and evaluate and reinforce skills application.
- **PEER NETWORKING**—Facilitates knowledge sharing among participants and links to peer-networking groups.
- **JOB AIDS**—Enable immediate application of learning through tools and templates.
- **RESEARCH**—Links participants to relevant CEB Best Practices studies, member-shared templates, and external articles.
- **INDIVIDUAL APPLICATION SUPPORT**—Answers participant questions regarding skills application.
- **ACADEMY IMPACT MEASUREMENT (AIM)**—Allows organizations to assess the value of the Leadership Academy experience by highlighting the impact of skills application against key organizational priorities. The process includes:
 - Identification of Academy objectives and priorities
 - Ongoing capture of skills application
 - Participant and manager review of participant development and skills application
 - Comprehensive assessment by managers

HOW WE PARTNER WITH ORGANIZATIONS

Our Flexible Model Addresses Your Organization's Development Needs.

SINGLE ORGANIZATION COHORT

REGIONAL COHORT

Format

Standard Academy experience with three sessions, Web site access, and ongoing learning activities

A single organization sponsors the standard Academy experience and hosts multiple organizations

Location

Held at your organization

Held at your organization and/or another organization in your region

Participants

15-40 participants from your organization

15-40 participants from both your organization and local partner organizations

Benefits

- Reduces travel costs and expenses
- Addresses your organization's specific challenges
- Fosters a stronger internal network
- Integrates leadership and other functions to expand perspectives

- Reduces travel costs and expenses
- Provides networking opportunities with HR peers across industries/geographies

PARTICIPANT FEEDBACK

More Than 80% of Our Participants Rate the Experience as Superior to Other Development Opportunities.

Leadership Academy Participant
Professional Services Industry

“This was one of the most effective sessions I have attended on strategic development; it pushed me to think outside the box and see how I could implement these strategies into my business.”

Leadership Academy Participant
Financial Services Industry

“Since applying my skills from the Academy, we’ve gotten everything we’ve asked for, despite the environment of high cost management. My managers said they’ve never experience that before.”

“All of the Academy materials and in-person meetings I’ve attended have exceeded my expectations. The sessions are actionable...and can be used right away to make you a more effective leader and decision-maker.”

Leadership Academy Participant
Manufacturing Industry

“Had I not attended the Academy, I wouldn’t have completed this project to the extent that it is now...my little project turned into millions of expense reductions.”

Leadership Academy Participant
Professional Services Industry

WHO WE ARE

The Corporate Executive Board Is Where the World's Best Organizations Turn for Guidance. We Help Professionals Work Smarter, Faster, and More Effectively in Their Roles.

Functions Served

Chief Executive Officer

Chief Financial Officer

Senior Strategist

Supply Chain Executive

Chief Information Officer

Chief Procurement Officer

General Manager

General Counsel

Chief Marketing Officer

Senior Sales Executive

Chief Technology Officer

Chief Human Resources Officer

EXPERIENCE



25+
YEARS

WORLD VIEW



50+
COUNTRIES REPRESENTED

PARTNERSHIP



5,100+
PARTICIPATING ORGANIZATIONS

NETWORK



120,000+
CORPORATE PROFESSIONALS



**For additional information about
the HR Leadership Academy
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