

Harnessing the Past to Drive Future Value of Human Capability

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RBL Event Team

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Speaker



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We help companies worldwide turn ideas into impact and win in the marketplace.



The RBL Group partners with organizations to drive greater business impact through developing Human Capability in Talent, Leadership, Organization, and HR effectiveness.

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?

Setting the Context

What were you doing 25 years ago?

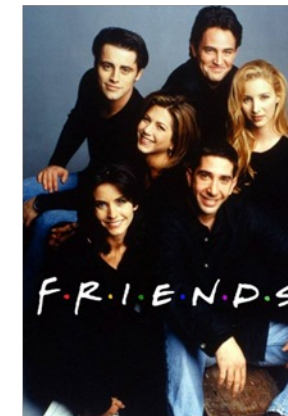
1999



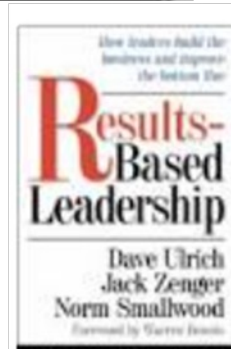
1999 Key Events



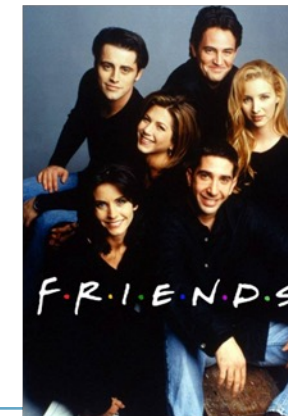
GE splits
stock 3-for-1



What were we doing?



GE splits stock 3-for-1



Question for RBL over the 25 years

**How can I and/or my organization
create more value?**

Norm and Dave Through the Years



RBL “Family” Today

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 | The **RBL** Group

1999 to 2024




Harnessing the Past to Drive Future Value of Human Capability

 | The **RBL** Group

Today: Meet our idea friends

F.R.I.E.N.D.S

A B C D E F

G H I J K L M

N O P Q R S T

U V W X Y Z

0 1 2 3 4 5 6 7 8 9

A B C D E F G

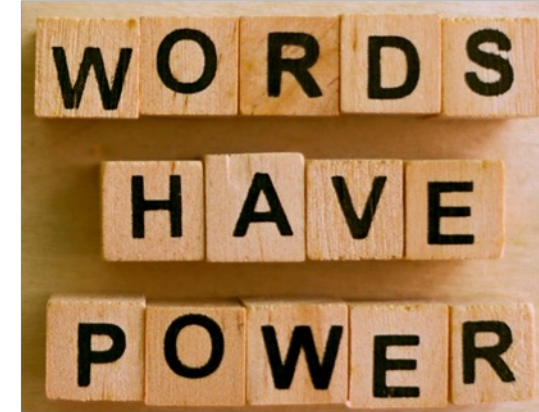
H I J K L M

N O P Q R S

T U V W X Y Z

0 1 2 3 4 5 6 7 8 9

SVG • PNG • EPS • DXF • JPG



Insights: books, articles, posts, dialogues

Consulting: solving tomorrow's problems today

Development: building individual competence and organization capability

Measures: diagnostics and analytics

RBL Thought Leadership

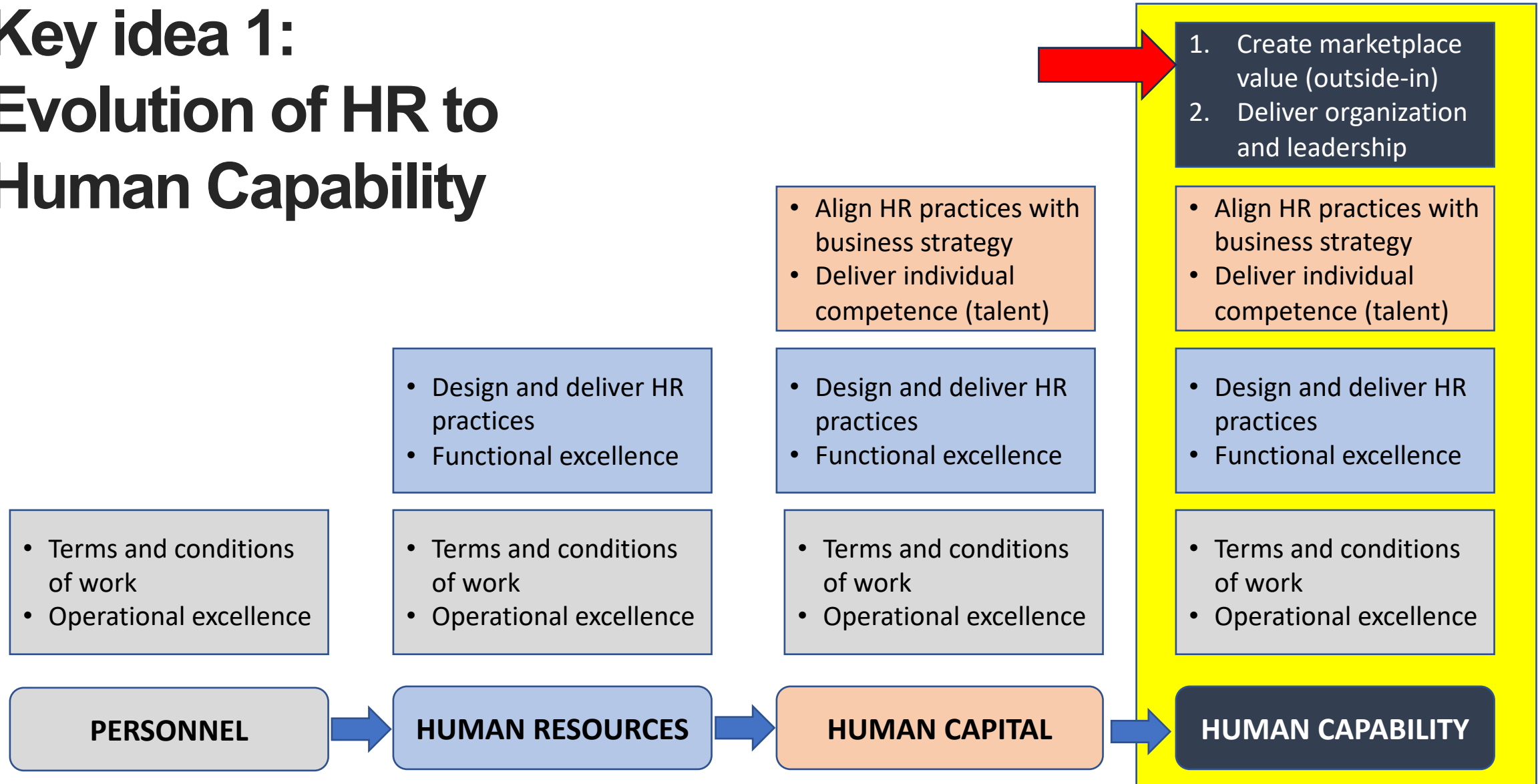
Ideas with Impact

- Relevant research
- Practical solutions
- Stakeholder value
- Books, talks, consulting

Ideas based on research: Human Capability and Stakeholder value

Study Name	Sample	Focus and Findings
HR Competency Study	Over 120,000 global respondents over 35 years	• Organization/business capabilities • HR department characteristics • HR competencies
Leadership Code, Brand, Capital, Sustainability	• 9,807 subjects • 109,665 raters • 100's of organizations	• Leadership skills in five domains by level with global norms • Leadership brand actions in six steps • Changes in leadership behaviors that lead to outcomes over time, pre- and post-COVID
Organization Guidance System (OGS)	Over 1,000 organizations	38 human capability initiatives in Talent, Leadership, Organization, and HR and impact on stakeholder value
Scaling Human Capability (G3HC)	5,700 firms reporting SEC data analyzed using machine learning / NLP analysis	Four human capability pathways and impact on financial, employee, and citizenship outcomes (double traditional results) see www.g3humancapability.com

Key idea 1: Evolution of HR to Human Capability



Human Capability: Outside in

What is the most important “thing” that business or HR leaders can give an employee?

Please select one:

1. A feeling of physical and psychological safety
2. A sense of belief (meaning, purpose)
3. An ability to become better (learn, grow)
4. A feeling of belonging (community, relationships)
5. All the above
6. None of the above

HR Value Logic

What is the most important “thing” that business or HR leaders can give an employee?

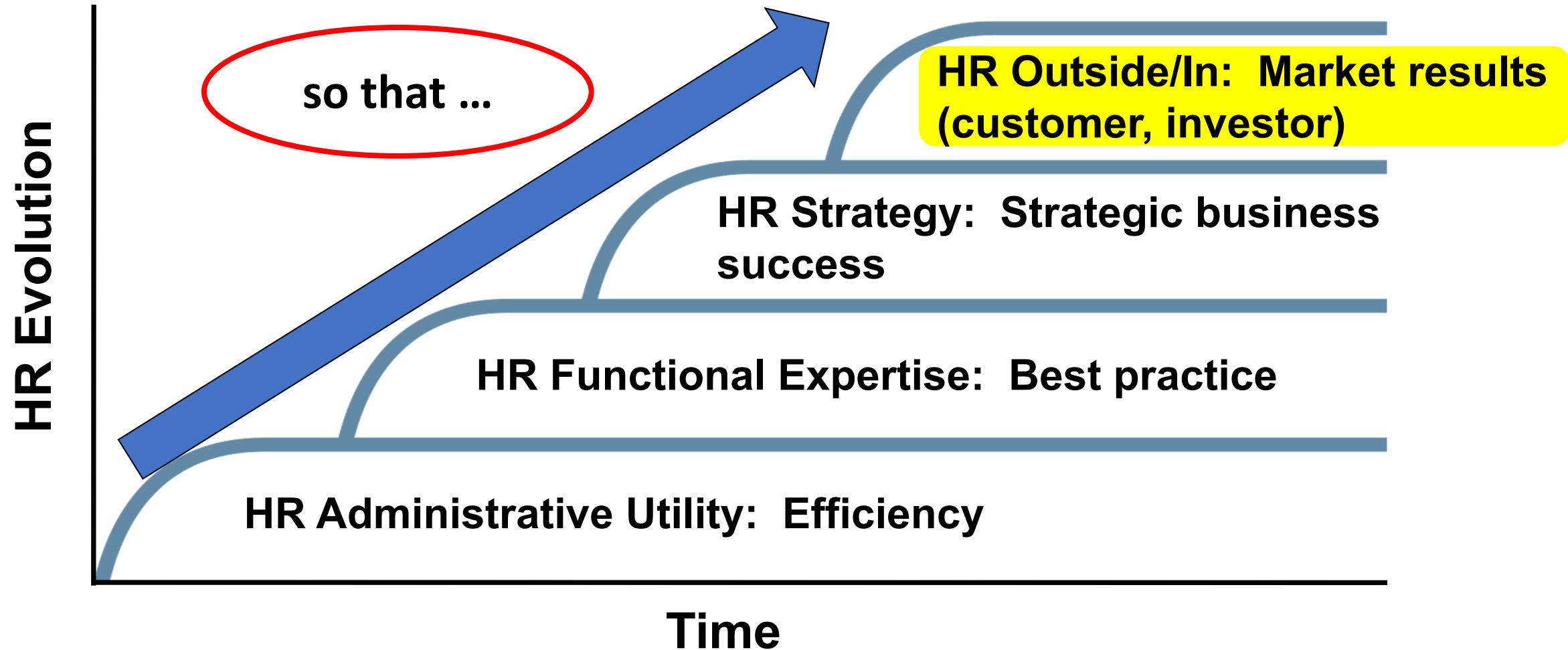
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1. Physical and psychological safety
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4. A feeling of belonging (community, relationships)
5. All the above
6. **None of the above**

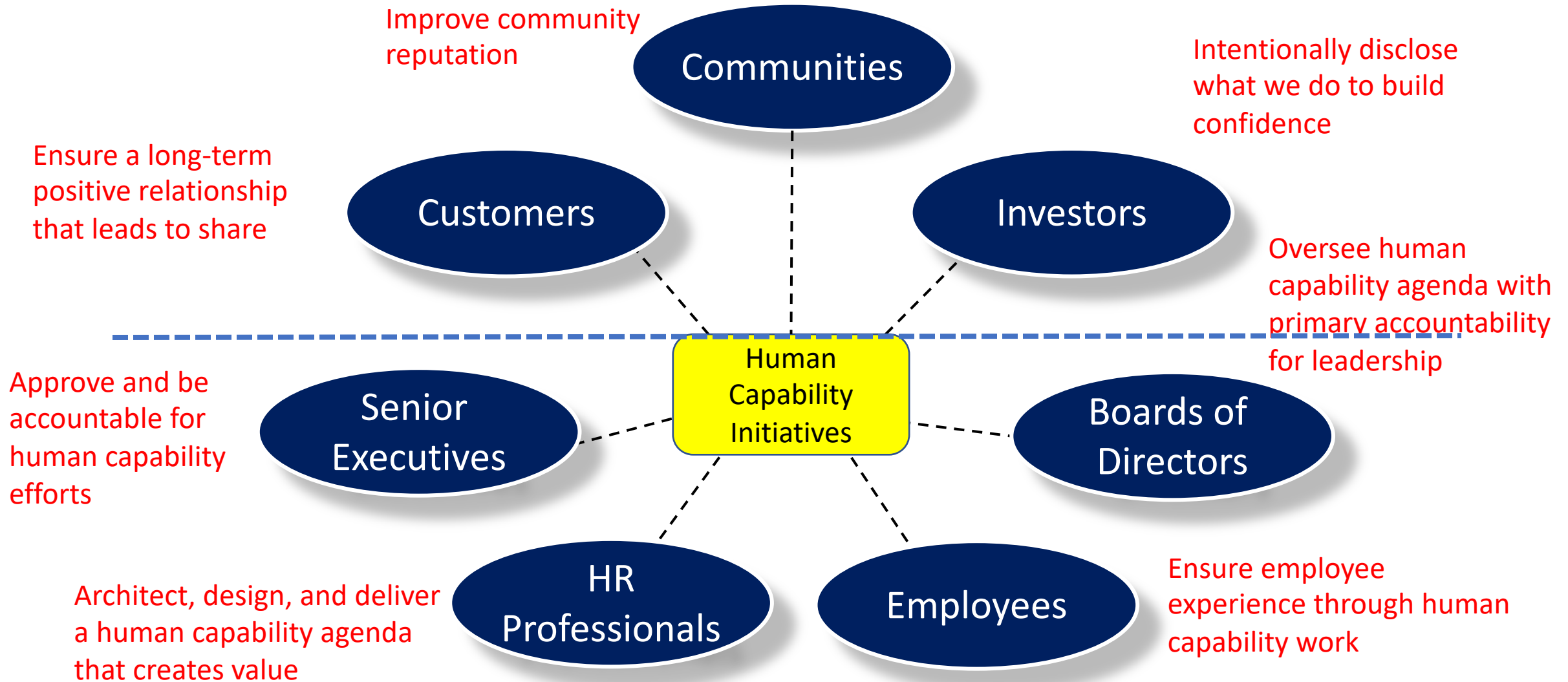
so that

**An organization
succeeds in the
marketplace**

HR Evolution of HR: **HR is not about HR!**



What do we offer each stakeholder on human capability?



Outside In View of Talent/People

Our people are
our most
important asset

Outside In View of Talent/People

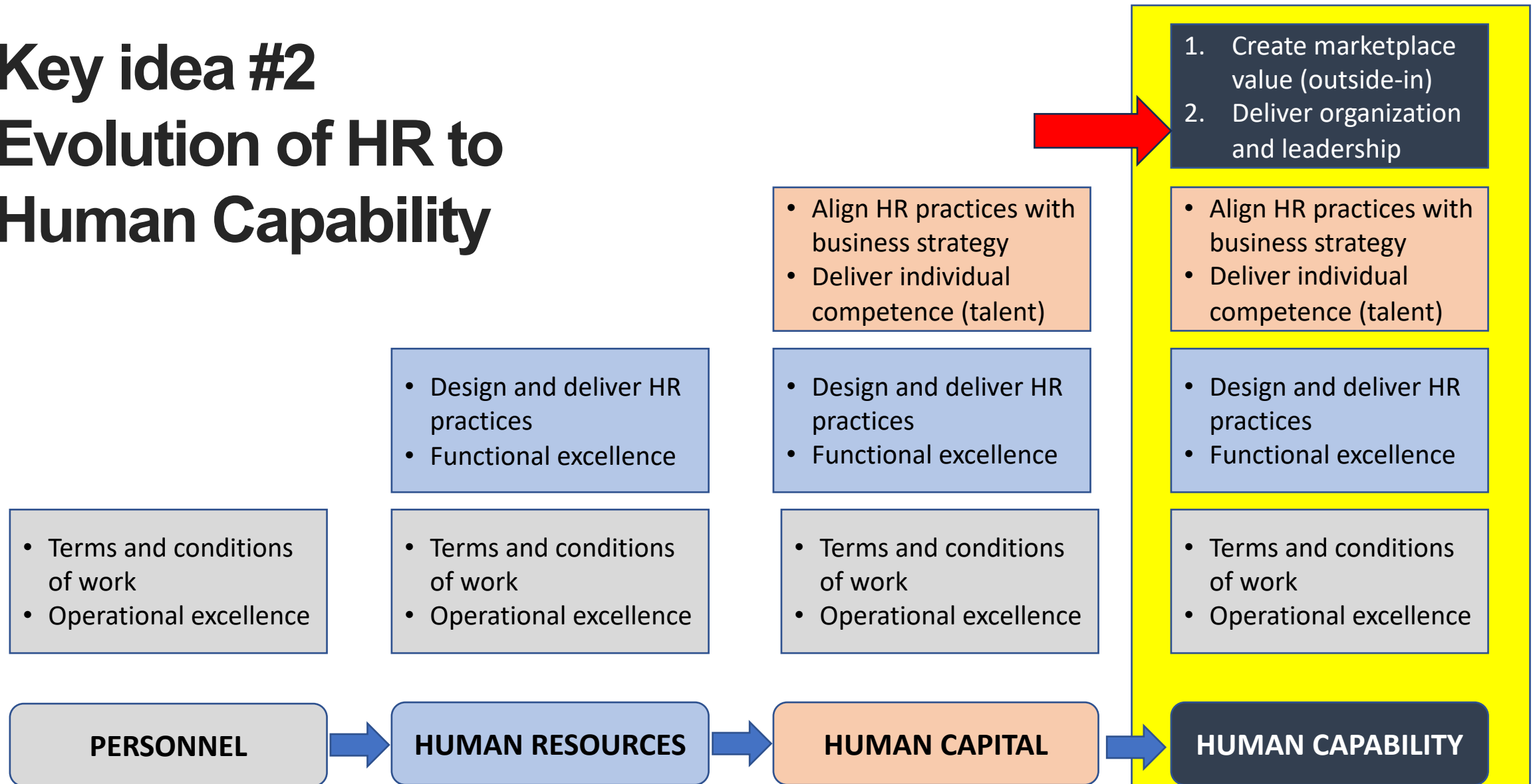
Our people are
our most
important asset



Our people are our
customers' most
important asset

Key idea #2

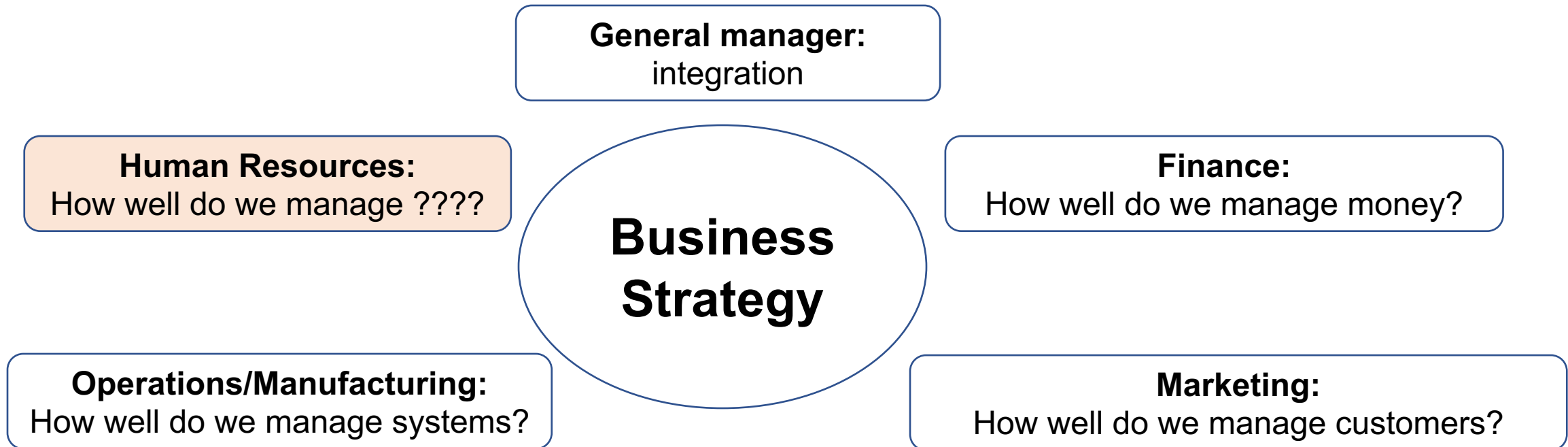
Evolution of HR to Human Capability



HR is not about HR ...

Outcomes:

What are the “outcomes” of effective HR? (e.g., *finance delivers economic insights; marketing customers; manufacturing quality products, HR ... ??*)



Human Capability Initiatives

What are some of the latest “HR initiatives”?

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 the right
culture

Reskilling
Workforce

Customer
focused agenda

HR people:
competencies

Collaboration/
network/ecosystem

HR
transformation

Strategic clarity /
Purpose

Employee well being/
experience

Science of taxonomy, typology, classification



[Home](#) > [Organization Science](#) > Vol. 1, No. 1 >

General Organizational Classification: An Empirical Test Using the United States and Japanese Electronics Industries

Dave Ulrich, Bill McKelvey

Published Online: 1 Feb 1990 | <https://doi.org/10.1287/orsc.1.1.99>

Menu at restaurant

Visiting a library

Selecting a car

Making investment

Enrolling in classes

Overview of Human Capability

- **Today:** Most people and organization initiatives and assessments are piecemeal and haphazard
- **Tomorrow:** A shared definition of human capability and metrics to focus on making decisions in each of the four pathways that drive internal value and can be compared 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 right organization capability, workplace, or team?

HUMAN RESOURCES (HR)

What should your company do to have the right HR department, practices, metrics, 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 the right culture

Reskilling Workforce

Customer focused agenda

HR people: competencies

Collaboration/
network/ecosystem

HR transformation

Strategic clarity / Purpose

Employee well being/
experience

Human Capability 4 Pathways: 38 Initiatives

HUMAN CAPABILITY

TALENT (HUMAN CAPITAL)

1. Acquiring talent
2. Managing employee performance
3. Developing employees
4. Managing employee careers & promotions
5. Communicating with employees
6. Encouraging diversity, equity, & inclusion
7. Retaining the best employees
8. Managing departing employees
9. Tracking employee engagement
10. Creating a positive employee experience

LEADERSHIP

1. Clarifying the business case for leadership
2. Defining what leaders know and do
3. Assessing leaders and leadership
4. Developing leaders and leadership
5. Measuring leadership impact
6. Ensuring reputation

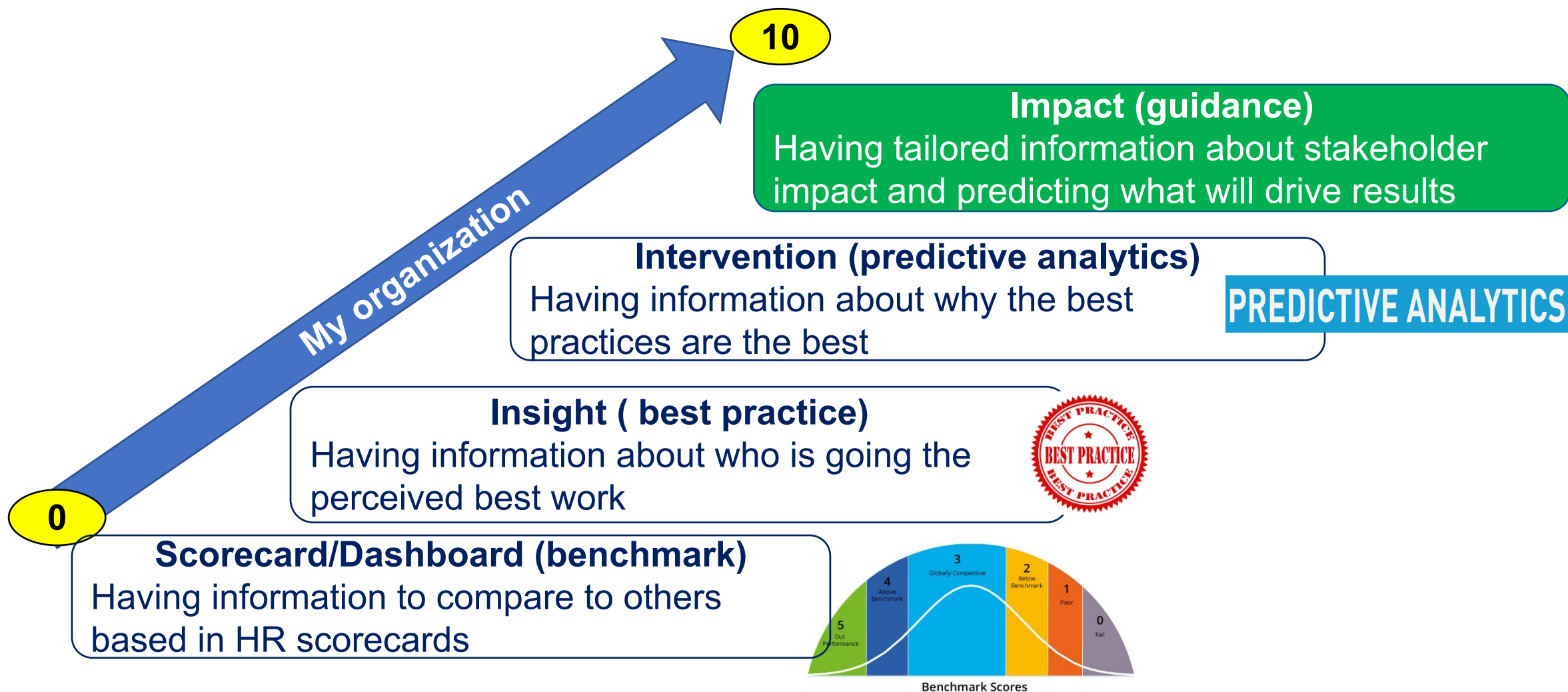
ORGANIZATION

1. Hiring, developing, and managing people
2. Acting with agility
3. Establishing strategic clarity
4. Delivering customer centricity
5. Establishing the right culture
6. Advancing collaboration
7. Promoting social responsibility
8. Expanding innovation
9. Fostering efficiency
10. Ensuring accountability
11. Sharing information/analytics
12. Leveraging technology

HUMAN RESOURCES (HR)

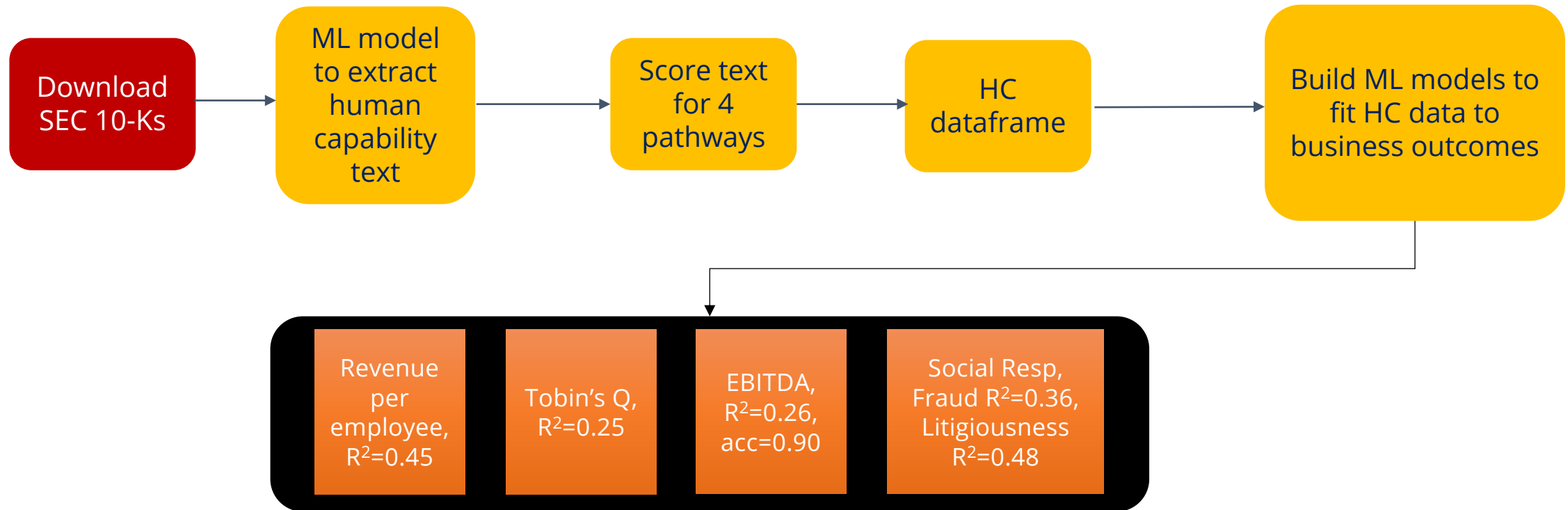
1. Establishing HR reputation
2. Serving HR customers
3. Determining HR purpose
4. Governing HR design
5. Growing human capability
6. Using HR analytics
7. Refining HR practices
8. Using digital/technology
9. Advancing HR professionals
10. Strengthening HR relationships

Evolution of Human Capability Analytics



Governance and Guidance for Growth through Human Capability (G3HC)

www.g3humancapability.com



Human Capability has impact on business outcomes across the SEC

OGS: Human Capability and Stakeholder Results

<https://www.rbl.net/services/organization-guidance-system>

HUMAN CAPABILITY

TALENT
Competence
Workforce
People

LEADERSHIP BRAND
Individual Leaders
Leadership Pipeline

ORGANIZATION
Capability
Workplace
Process

Human Resource Effectiveness

So that

...

STAKEHOLDER RESULTS

Employee results
Sentiment (experience); productivity

Business results
Strategic differentiation; market positioning

Customer results
Customer attitude ; customer share

Financial results
Cash flow; investor confidence (P/E ratio)

Community results
Social citizenship; Reputation

Because
of ...

Where should you invest?

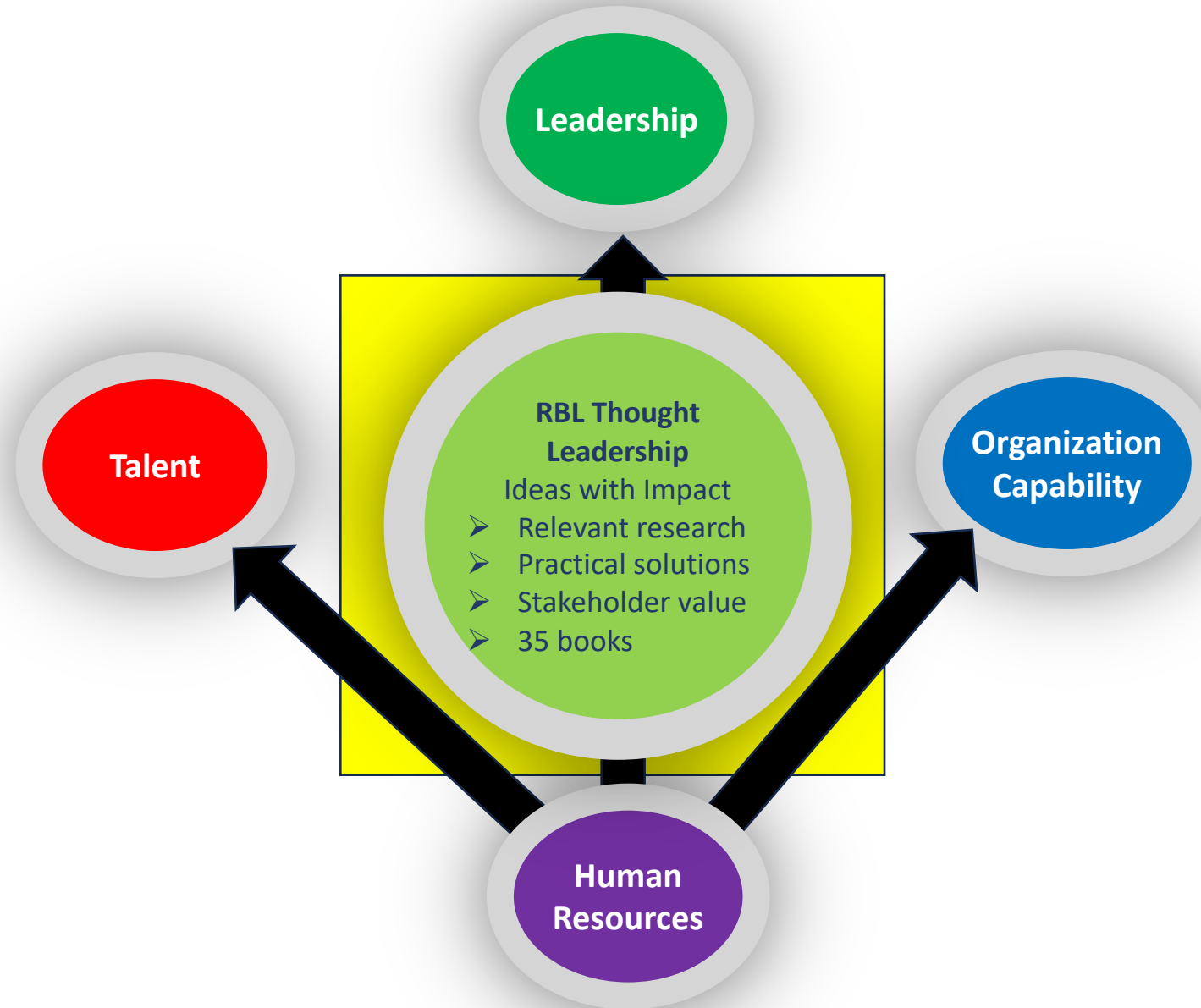
1. How much do you spend on your human capital portfolio annually?
2. In which of the 185 cells of your portfolio should you invest next year?
3. How will you measure the results of your choices?

		Employee	Strategy	Customer	Financial	Social Responsibility
Talent	Acquiring talent					
	Managing employee performance					
	Developing employees					
	Managing employee careers and promotions					
	Communicate with employees					
	Ensuring diversity, equity and inclusion					
	Retaining the best employees					
	Managing departing employees					
	Improve and track employee engagement					
	Creating a positive employee experience					
Leadership	Business Case					
	Know and Do					
	Assess Leaders					
	Invest in Leaders					
	Measure Impact					
	Ensure Reputation					
Capabilities	Talent					
	Agility					
	Strategic Clarity					
	Customer Centricity					
	Right Culture					
	Collaboration					
	Social Responsibility					
	Innovation					
	Efficiency					
	Accountability					
	Information					
	Leverage Technology					
HR	Reputation					
	Customers					
	Purpose					
	Design					
	Capability					
	Analytics					
	Practices					
	Professionals					
	Relationships					

OGS Illustrative only		Employee	Strategy	Customer	Financial	Social Citizenship
Talent	Acquiring talent					
	Managing employee performance					
	Developing employees					
	Managing employee careers and promotions					
	Communicating with employees					
	Encourage diversity, equity and inclusion					
	Retaining the best employees					
	Managing departing employees					
	Tracking employee engagement					
	Creating a positive employee experience					
Leadership	Define business case					
	Know and Do					
	Assess Leaders					
	Invest in Leaders					
	Measure Impact					
	Ensure Reputation					
Organization	Talent					
	Agility					
	Strategic Clarity					
	Customer Centricity					
	Right Culture					
	Collaboration					
	Social Responsibility					
	Innovation					
	Efficiency					
	Accountability					
	Information					
	Leverage Technology					
	Reputation					
	Customers					
HR	Purpose					
	Design					
	Capability					
	Analytics					
	Practices					
	Professionals					
	Relationships					

Overview: Human Capability Solutions that Deliver Stakeholder Value

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Human Capability Solutions that Deliver Stakeholder Value: Talent

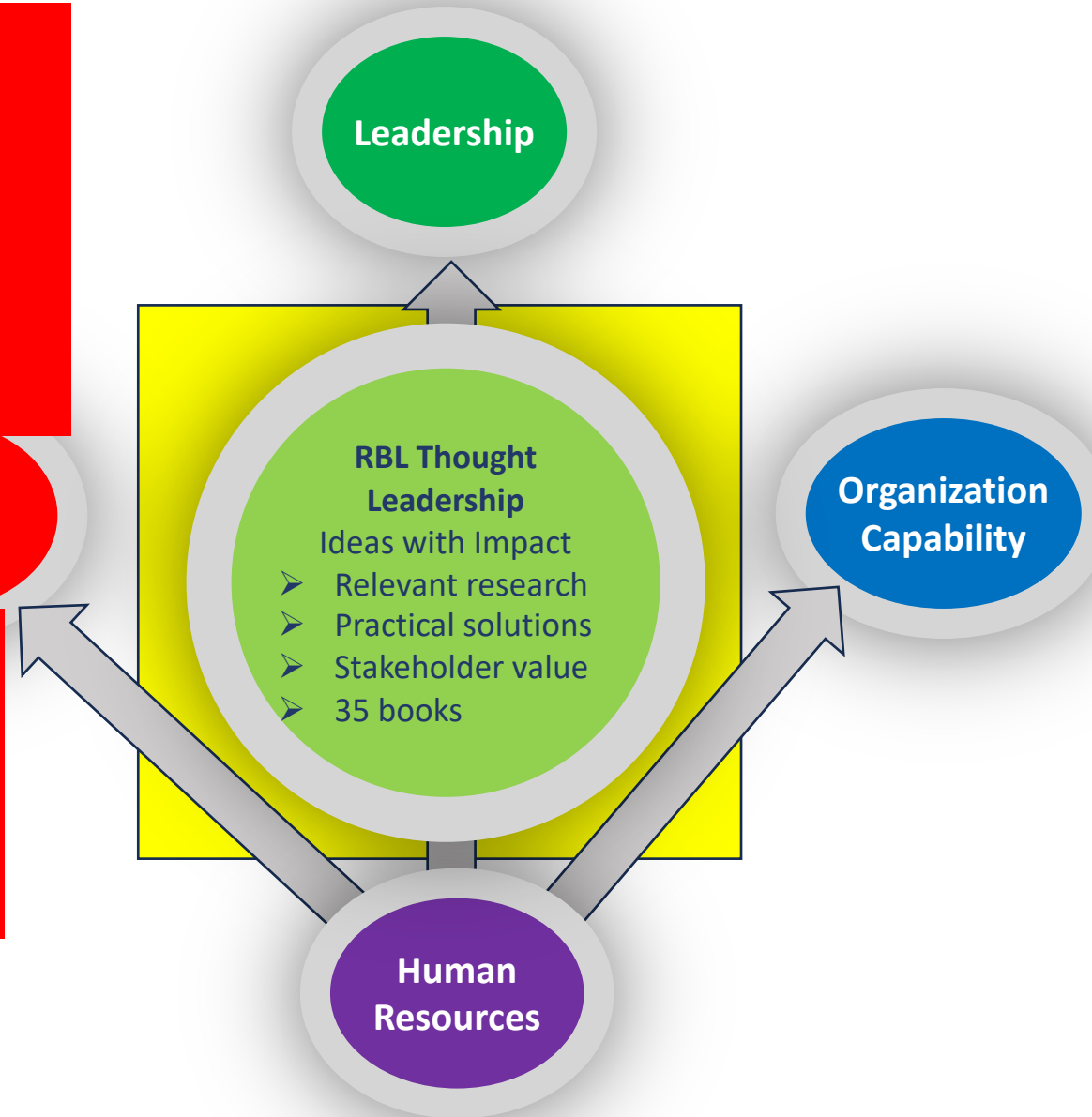
Talent Advantage

1. Acquiring right people (S's)
2. Training (learning solutions)
3. Career development (four stages)
4. Communication
5. Coaching

Talent

Why of Work

- Employee engagement and experience (be safe, believe, become, belong)
- Retain and remove employees



Guidance: Talent Pathway Impact

Talent Pathway (10 dimensions)			What guidance can we offer? (relative impact on ... divide 100 points)				
	A	B	C	D	E	F	G
	Global Mean (n = 609)	St. Dev.	Employee	Strategy/ Business	Customer	Financial	Social Citizenship
1. Talent Acquisition	3.45	0.68	25.81	37.07	21.64	4.68	21.85
2. Manage Employee Performance	3.28	0.76	5.97	6.52	6.44	2.96	6.53
3. Develop Employees	3.08	0.85	5.29	5.65	5.60	19.23	10.94
4. Encourage Diversity, Equity, Inclusio	3.22	0.78	3.50	2.63	3.65	7.39	14.59
5. Manage Careers and Promotions	3.07	0.82	6.60	19.43	9.06	6.25	5.73
6. Communicate with Employees	3.31	0.82	7.80	5.78	7.73	4.10	17.84
7. Retain Best Employees	2.72	0.86	3.39	2.53	7.06	2.45	5.28
8. Manage Departing Employees	3.15	0.75	6.86	4.66	6.79	25.05	3.99
9. Track Employee Engagement	3.26	0.85	27.48	7.75	14.42	4.16	6.55
10. Create Positive Employee Experien	3.35	0.83	7.31	7.98	17.62	23.75	6.71
	R2		0.43	0.42	0.39	0.11	0.17

Talent: Bringing People Into Organization

Practice	Question	Emerging Actions
1 Set standards	What are the skills for new employees?	Set cultural and technical requirements for the future, to meet strategy, and to serve customers and investors ... have line managers to “mission brief” not job description
		Hire for culture; train for technical; define the right culture that leads to behaviors
		Define work tasks and have variance about who can do them (robots vs. people)
2 Source candidates	How do we source new candidates?	Seek referrals from top employees paying attention to diversity
		Specify jobs done through automation (AI, robots) vs. people
		Have social media presence ... create positive employee brand
		Target candidate source (universities, agencies, search firms, downsized firms)
		Use contingent workers as appropriate (outsource, part time, on demand platform services, consulting, temps, advisor); manage process of contingent workforce (contract, accountabilities, standards)
3 Screen candidate	How do we know if this is the right candidate?	Use behavioral event interviewing with multiple interviewers (inside and out); avoid unconscious bias in screening
		Use temporary employees (internships, projects) to screen candidate
4 Secure candidate	How do we create a unique employee experience/offer?	Create unique value proposition for top candidates (what is expected and what is received) that is tailored to the specific employee (customized deal) and employee experience... e.g., recruit family, hobby, unique offer
5 Orient candidate	How do we help new hire succeed?	Have mentoring program ... mentor networks
		Manage early assignments for visibility and success
		Use virtual reality to anticipate new job

Talent: Elements of Employee Experience

Be Safe

1. I have a job because my organization will succeed
2. Strengthen safety and healthy living
3. Promote a healthy work environment

Believe

1. Clarify beliefs, values, desires
2. Connect work to my values, causes, people
3. Connect work to organizational outcomes I believe in

Become

1. Develop and promote a growth mindset
2. Remember “I’m not failing. I’m learning.”
3. Take risks to grow

Belong

1. Connect with others by engaging
2. Connect by being authentic
3. Connect by supporting

Human Capability Solutions that Deliver Stakeholder Value: Leadership

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Talent Advantage

- Acquiring right people (S's)
- Training (learning solutions)
- Career development (four stages)
- Communication
- Coaching

Why of Work

- Employee engagement and experience
- Retaining and removing employee

Talent

Leadership

Results Based Leadership

Attributes * Results
(so that/because of)

Leadership Code

5 characteristics of leaders at all levels
with focus on front line

RBL Thought Leadership

- Ideas with Impact
- Relevant research
 - Practical solutions
 - Stakeholder value
 - 35 books

Organization
Capability

Human
Resources

Leadership Brand

6 steps of building leader
differentiators

Leadership Sustainability

7 dimensions of sustaining leadership

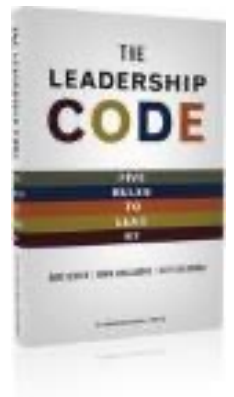
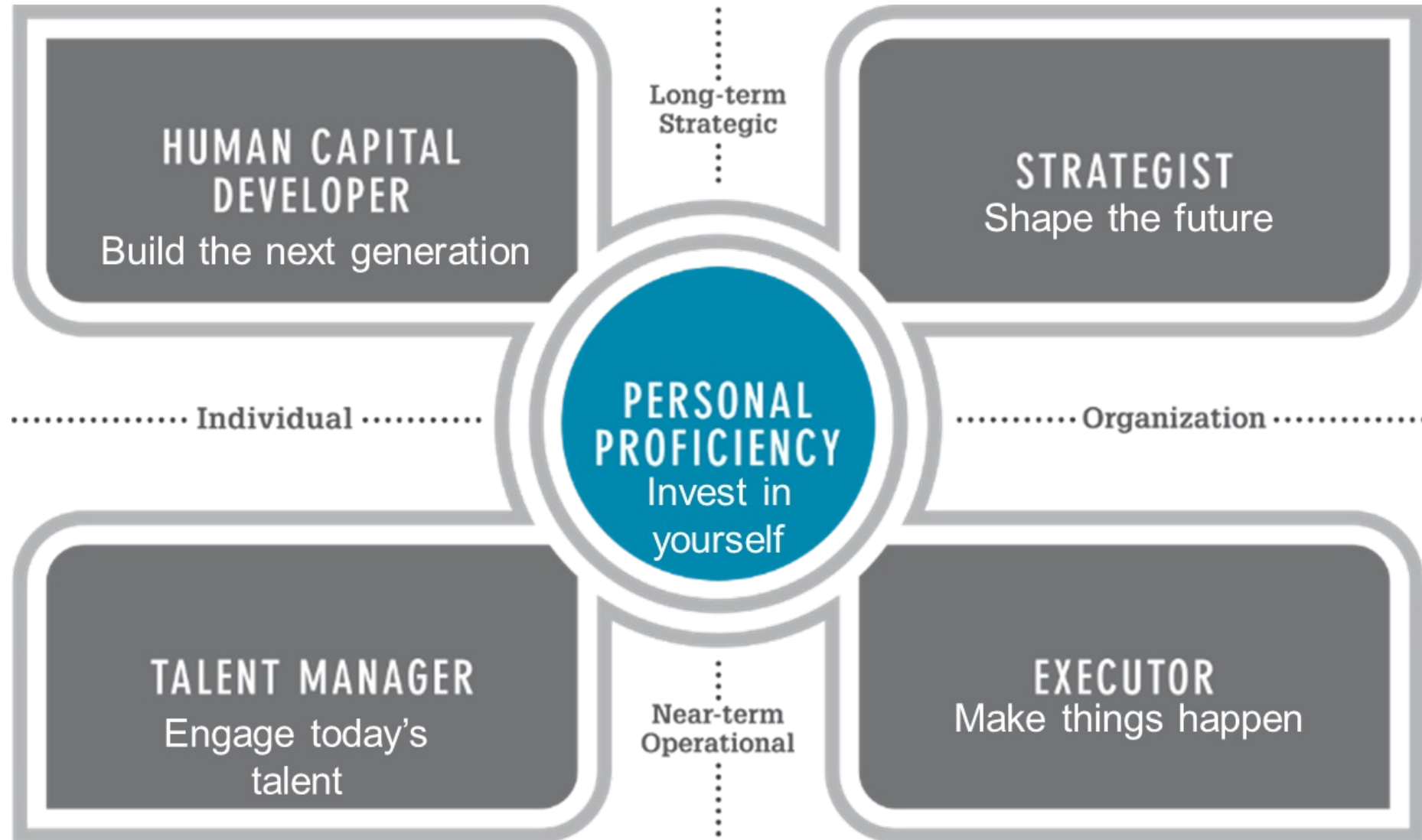
Leadership Capital Index

How leaders create market value by
intangibles

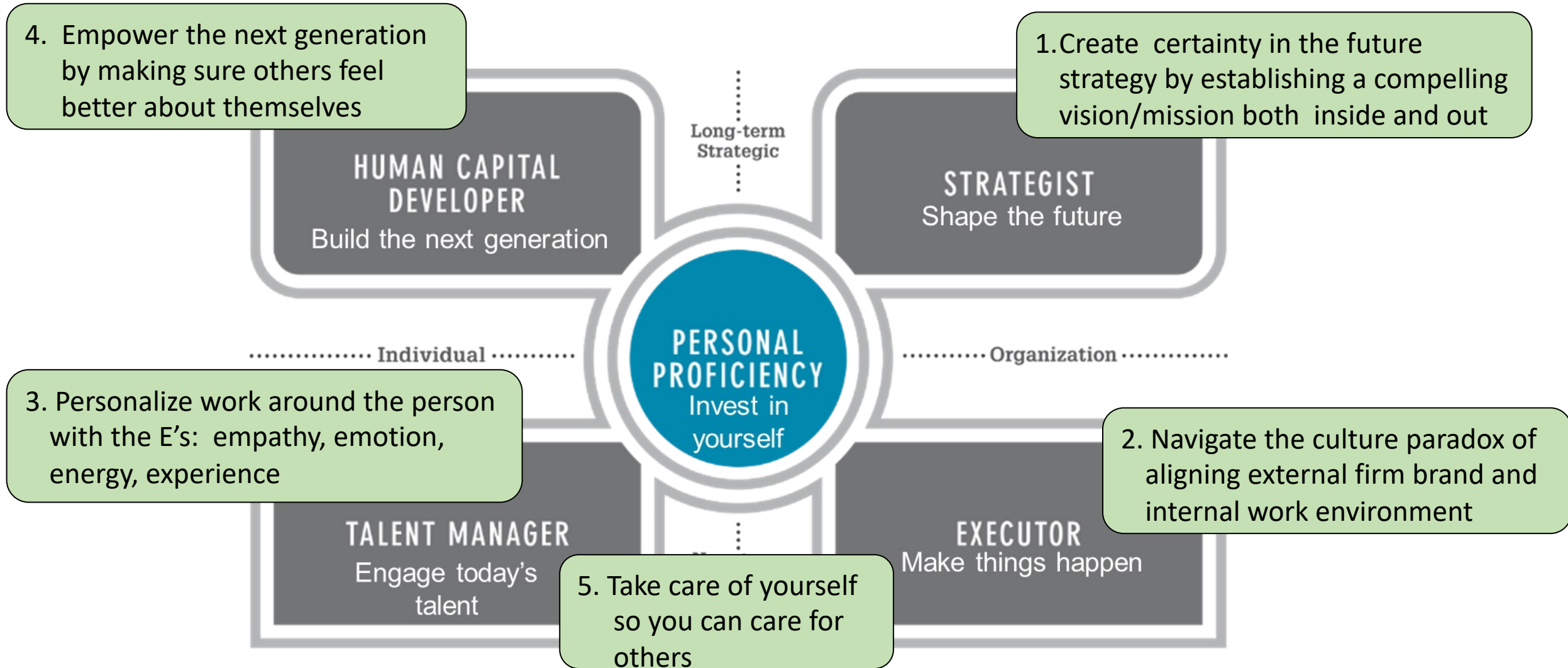
RBL colleague books on leadership



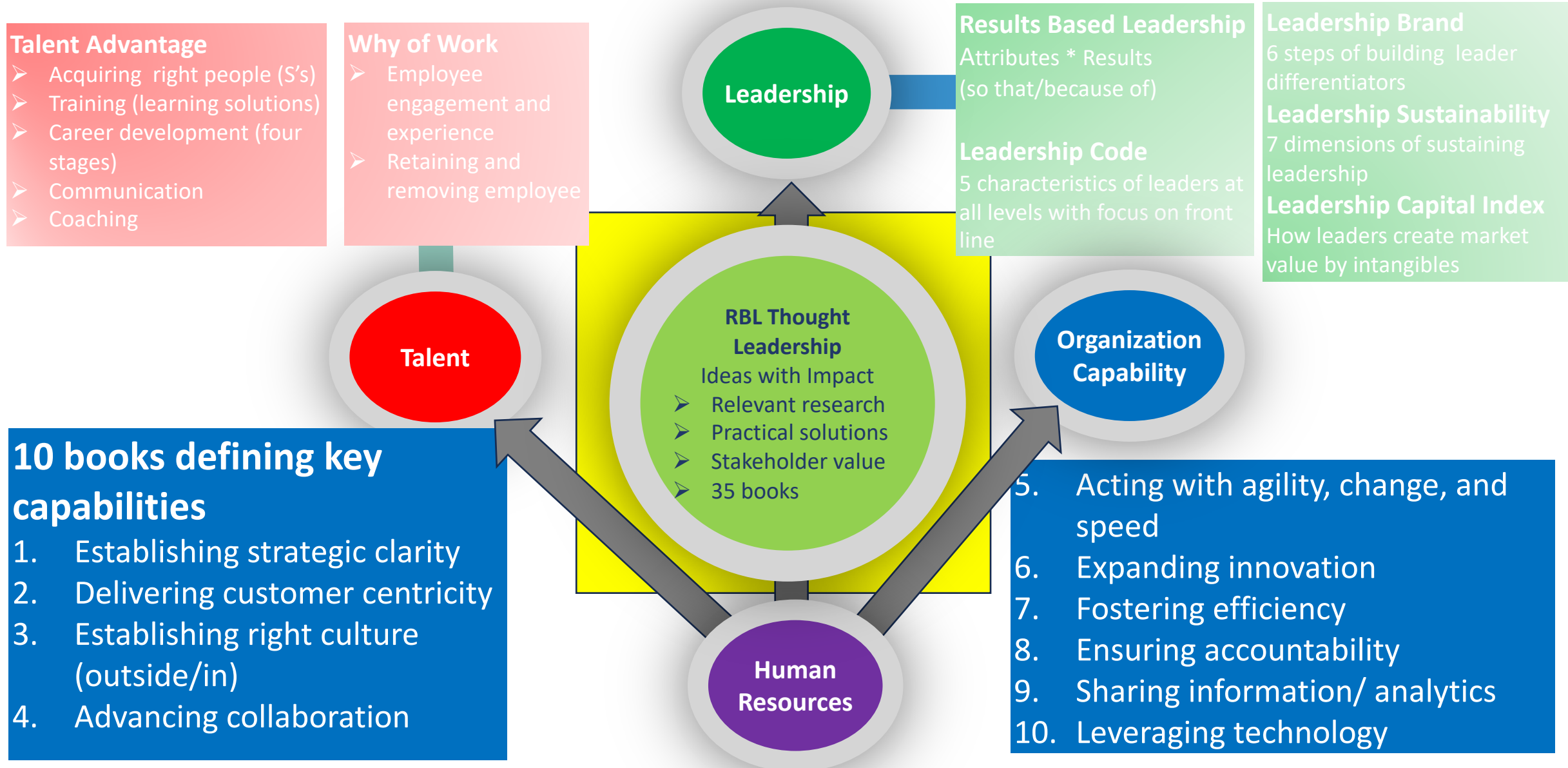
Leadership Code: The DNA of Effective Leaders



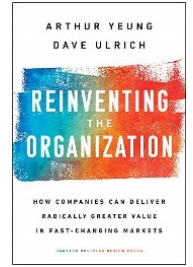
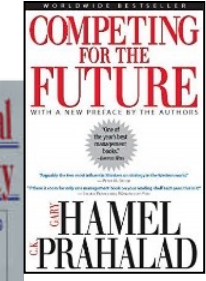
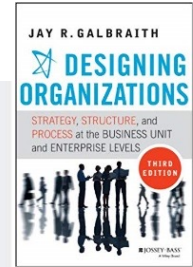
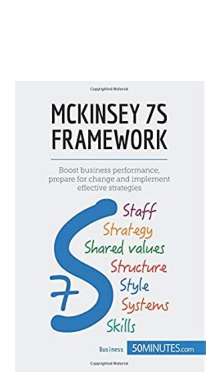
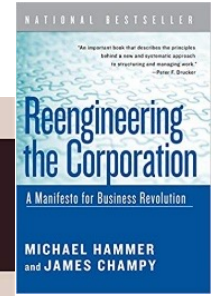
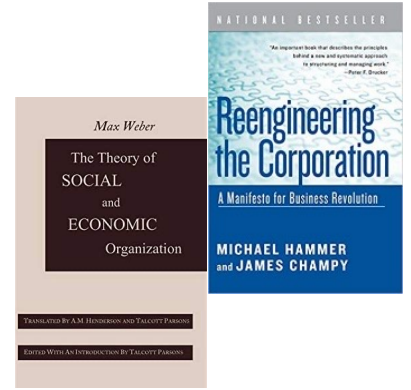
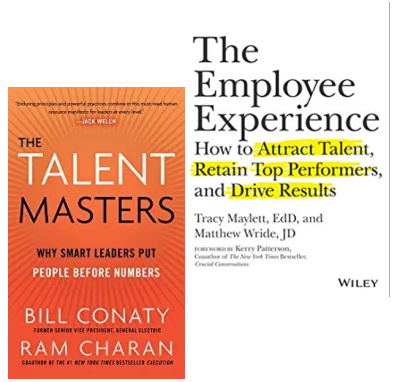
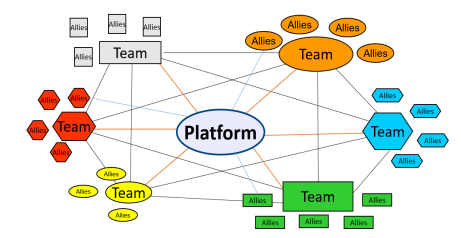
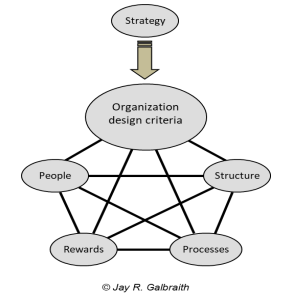
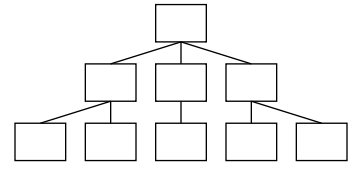
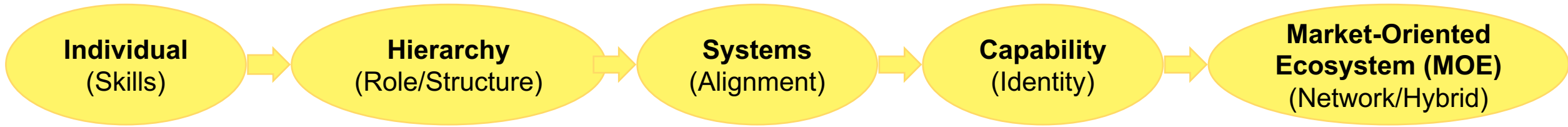
Leadership trends



Human Capability Solutions that Deliver Stakeholder Value: Organization



Evolution of Organization Form



Summary of Organization Capability Actions

Organization Capability Domains	What actionable insights could improve the targeted domain?
1. Talent	Build competence, commitment, and contribution (see Talent)
2. Agility	Define agility indices, apply to all stakeholders, make change happen
3. Strategic Clarity	Understand contextual opportunity, define where to win and how to play
4. Customer Centricity	Identify customer customers and their value criteria, connect with them
5. Culture	Define right (outside in) culture, build intellectual, behavioral, process agenda
6. Collaboration	Increase skills for personal collaboration; build organization collaboration
7. Social Responsibility	Shape commitment to planet, people, philanthropy, and political processes
8. Innovation	Increase individual innovation DNA and organization innovative systems
9. Efficiency	Reduce costs through productivity, increase, process improvements, and projects
10. Accountability	Ensure clear expectations and measures; have positive conversations
11. Information	Acquire, analyze, and apply information to improve decision making
12. Leverage Technology	Create a digital agenda for the business and for HR processes

Organization Capability OGS Results:

Organization Capabilities	What guidance can we offer?				
	Employee	Strategy/ Business	Customer	Financial	Social citizenship
Talent					
Agility					
Strategic Clarity					
Customer Centricity					
Culture					
Collaboration					
Social Responsibility					
Innovation					
Efficiency					
Accountability					
Information					
Leverage Technology					

Low Impact

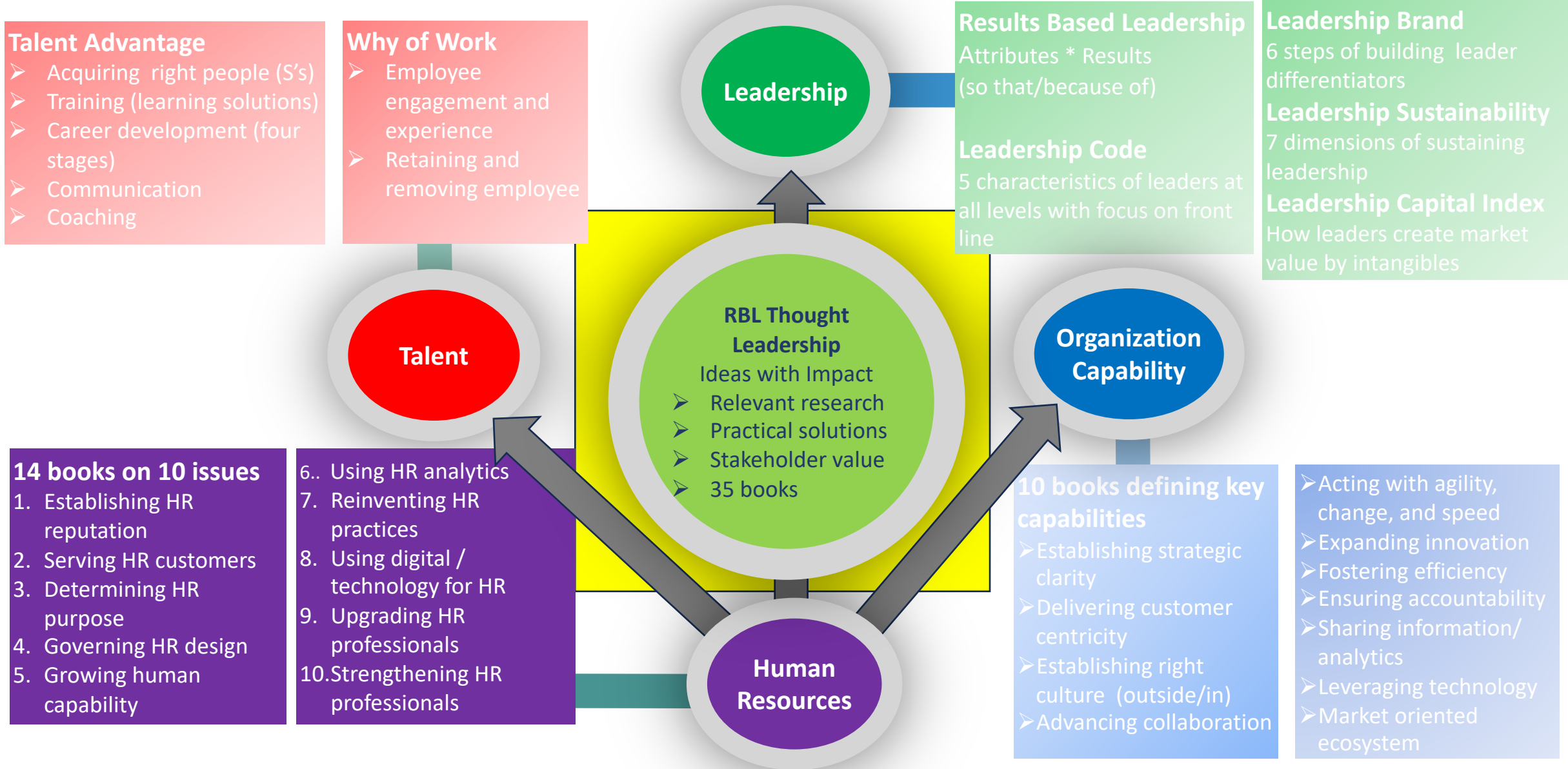
Med Impact

High Impact

RBL Institute Actionable Insights Resources

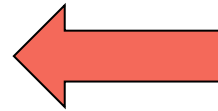
Capability	Articles/Playbooks	LinkedIn	Video	Metrics
Acting with agility	Trends in Agility & Change (playbook)_PB Creating Agility: Next (NOW) agenda for HR value (webinar slides)_WBS Building a more agile organization (white paper)_WP Agility: Summary (short slide deck)_TK	https://www.linkedin.com/pulse/mastering-transitions-ten-tips-transition-success-dave-ulrich/ https://www.linkedin.com/pulse/de-mystifying-disruption-made-simple-dave-ulrich/ https://www.linkedin.com/pulse/agility-new-response-dynamic-change-dave-ulrich/	Strategic Clarity: MOE strategy (short video)_TK	Velocity: how long it takes to complete a project Responsiveness: how quickly your organization responds to external changes First mover advantage: # of products or services where the organization is the first mover in the marketplace Use of change discipline: how often a change discipline process is used for initiatives
Establishing strategic clarity	How HR Drives Profitable Growth (playbook) Simplicity & Resilience (playbook)_PB Making strategy happen (white paper)_WP	https://www.linkedin.com/pulse/purpose-values-brand-culture-gobbledygook-great-insights-dave-ulrich/	Customer Obsession (Reinventing the Org) Stakeholder Value Creation: Overview (Customers: Customers/Context/Deliverables)	Your organization has a compelling mission or shared purpose that is recognized by many audiences Leaders in the firm: Articulate a unique point of view about future industry trends Understand external business drivers (regulatory, technology, demographic shifts) Enunciate a differentiated strategy for their firm
Establishing the right culture	Right Culture (playbook)_PB Culture as Capability (playbook)_PB Right Culture: Overview of culture (short slide deck)_TK	https://www.linkedin.com/pulse/playbook-culture-agenda-why-what-how-dave-ulrich/ https://www.linkedin.com/pulse/focus-right-culture-mergers-acquisitions-dave-ulrich/ https://www.linkedin.com/pulse/purpose-values-brand-culture-gobbledygook-great-insights-dave-ulrich/	Culture from the outside in Culture as value of values bbbbbbbb	Overlap of internal values to external promises to customers Has a high unity score on the desired culture (what company wants to be known for by customers) % of employees whose personal identity reflects the firm's identity

Human Capability Solutions that Deliver Stakeholder Value: HR



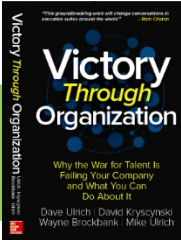
HR Function Evolution

HR criteria and
assessment



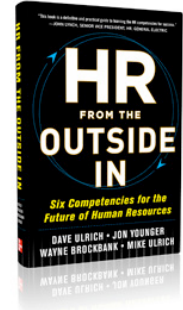
Victory through
Organization

Does HR create sustainable
organization capabilities?



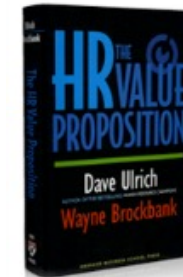
HR Outside In

Does HR deliver value to
customer and investor?



HR Value
Proposition

Does our HR department
deliver value?



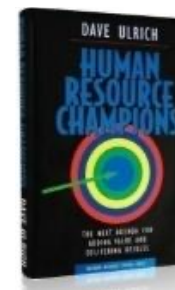
HR Transformation

Does our HR department
change to meet needs?



HR Design

Do we have the right HR
organization?

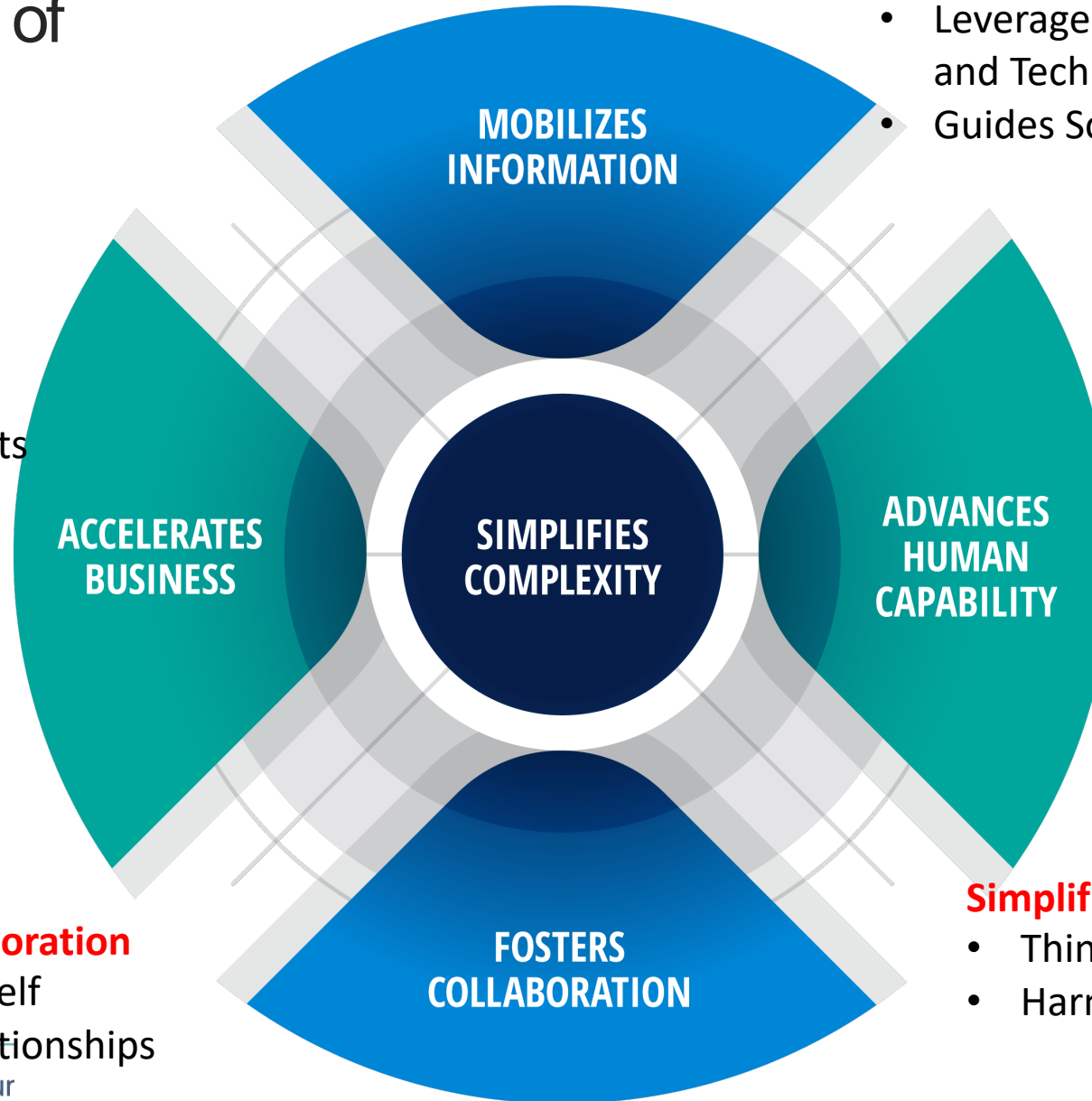


HR function **actions** for effectiveness

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 connects 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

HRCS:

Round 8 Summary of domains and skills (verbs)

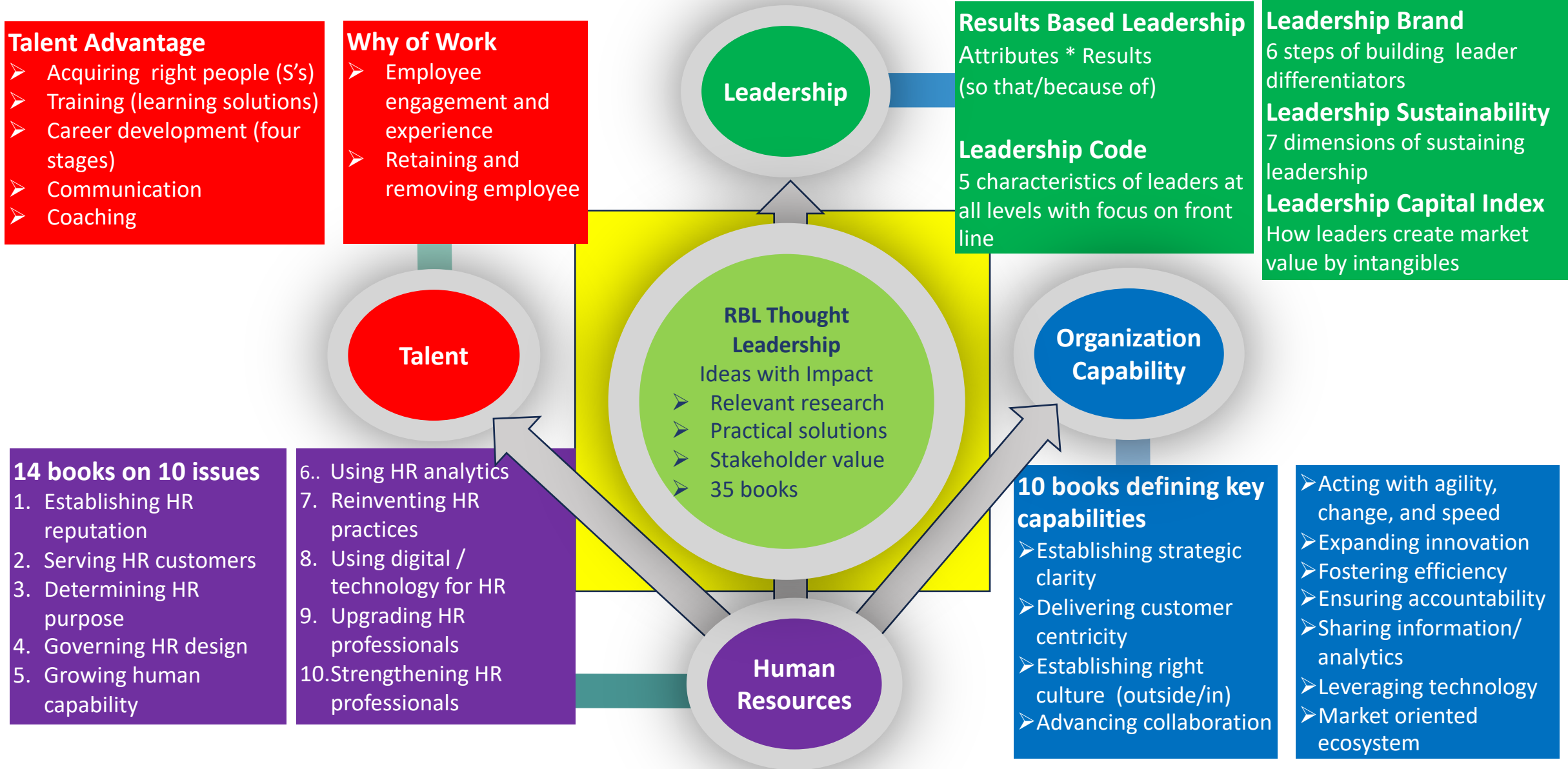


Fosters Collaboration

- Manages Self
- Builds Relationships

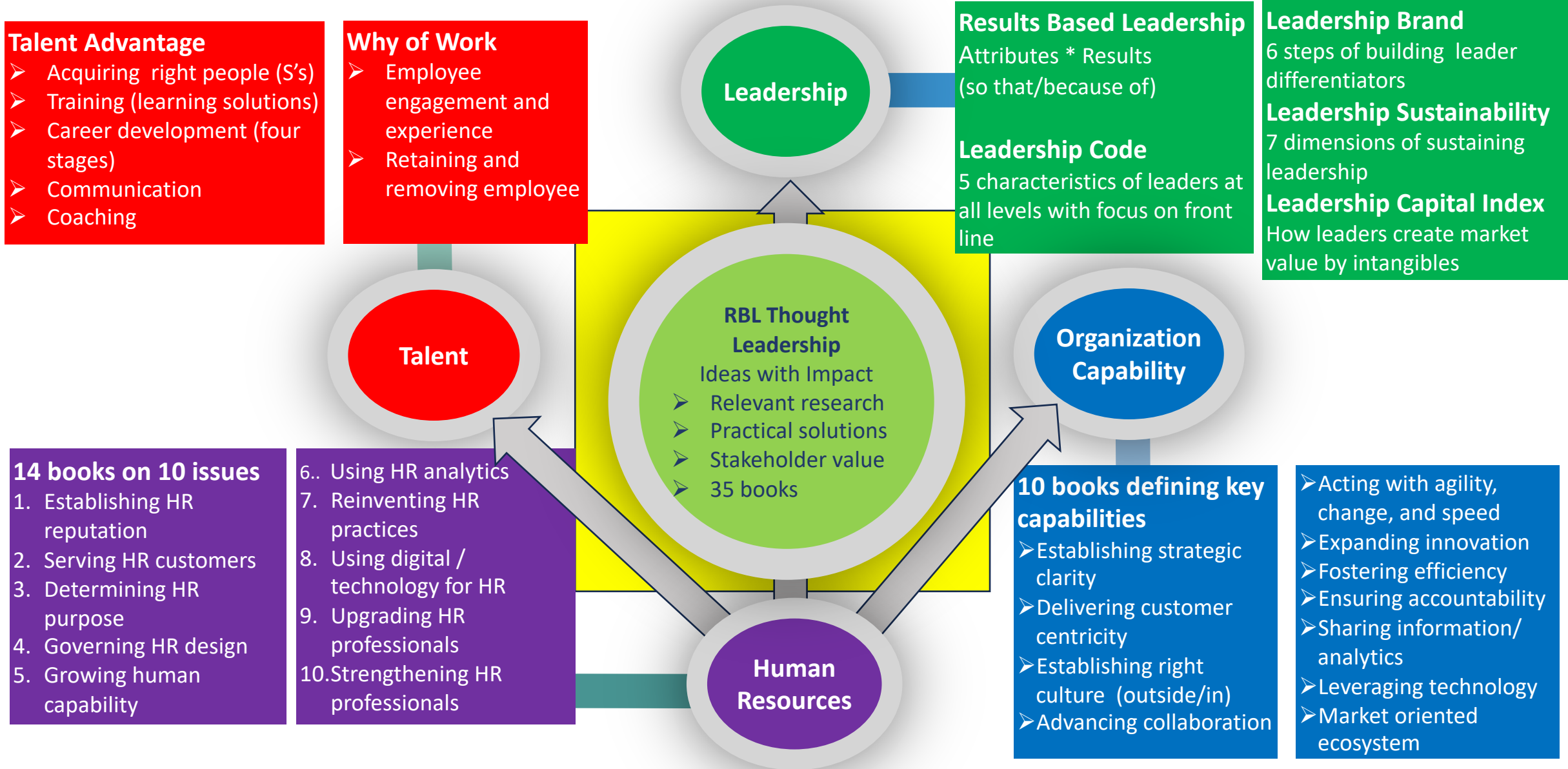
Summary: Human Capability Solutions that Deliver Stakeholder Value

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Summary: Human Capability Solutions that Deliver Stakeholder Value

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What is the RBL Institute?

The RBL Institute is a senior executive “think tank” led by **Dave Ulrich** dedicated to building **Human Capability** defined as **Talent + Leadership + Organization + HR** for top global companies



Think Tanks

- 1-2 day learning events facilitated by Dave Ulrich & other thought leaders
- 4 sessions per year
- Topics selected based on RBL Institute member input



CHRO Sessions

- 2 sessions each year for the top HR leader
- 1 Masterclass and 1 CHRO Summit
- Opportunity to network with other leaders to discuss current business challenges



Mini-Forums

- 10 best practice calls annually
- Facilitated dialogue with RBL Institute member companies on current topics of interest
- Combines theory with practical experiences



Webinars

- 1-2 webinars per year with Dave Ulrich
- For small team or entire HR staff
- Topics tailored to member's request
- Requires advance scheduling

Next steps: RBL Institute 2024

What will the evolving employee experience look like?

- How to identify employee wants/needs of the future?
- How to offer employees a **sense of hope**?
- How to managing employee expectations>
- How to care for employees and ensure competitiveness of the business?
- November 12

What it means to be a first line leader?

Based on latest research, report the emerging skills for effective front line leaders:

- Personalizing work
 - Create meaning and hope
 - Look ahead
 - Manage competing demands/navigate paradox
- November 2023: see <https://www.linkedin.com/pulse/what-new-expectations-first-line-leaders-insights-dave-ulrich-mba5c/>

Talent

How will technology (specifically AI) impact HR?

- Knowing pro/con of AI and digital
- HR role in building a digital business strategy
- AI for HR: moving from Artificial Intelligence to Informed (Augmented) Intelligence for all HR practice areas

June 18/19 in person in Miami

Leadership

RBL Thought Leadership
HR from the outside in:
Delivering value to all stakeholders
(February 21)

Organization Capability

How to facilitate transformation (evolve agility to next level)?

- [1] business transformation
- [2] HR transformation
- [3] Personal transformation

We will focus on specific tools for each of these transformation, building on agility ideas
April 16

Human Resources

The background of the image is a vast, mountainous landscape. In the foreground, a paved road with white dashed lines winds through green, grassy hills. The road curves and disappears into the distance. In the background, there are more mountains, some with patches of snow or light-colored rock, under a hazy, yellowish sky. The overall lighting is warm, suggesting a sunrise or sunset. A bright yellow rectangular box with rounded corners is positioned in the lower right area of the image, containing black text.

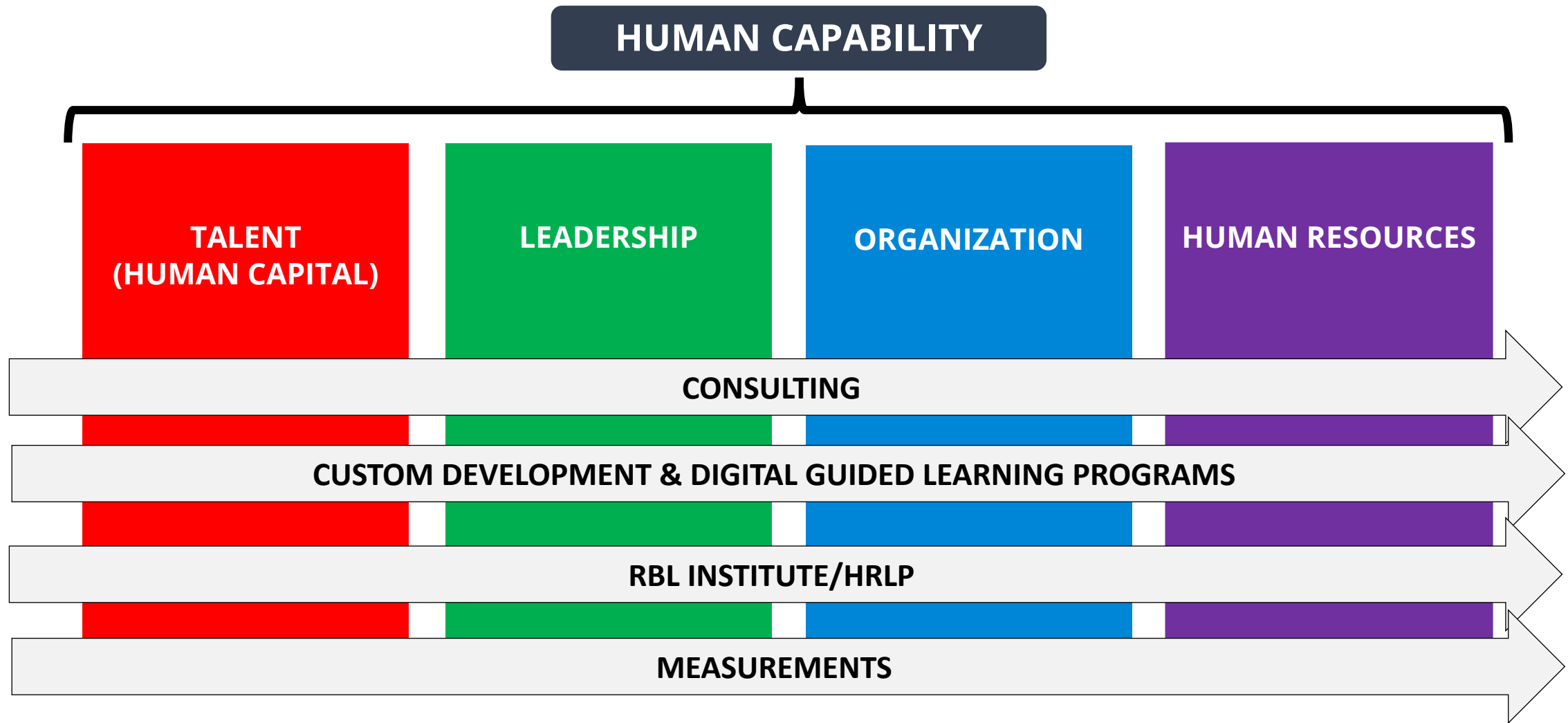
The **BEST** *is yet* **AHEAD**

**Now Is The Time For Human Capability:
Creating Value for All Stakeholders**

Thank you, Dave!

How to partner with
Dave Ulrich and The RBL Group
to build human capability
that delivers business results.

RBL offers consulting, custom development, digital guided learning academies, measurement, memberships, and events **across all Pathways of the Human Capability framework.**





Consulting

RBL's global, expert consultants help organizations to transform and optimize how they build human capability to drive business results.



- **Leadership Transformation & Alignment**
- **HR Transformation & Alignment**
- **Strategy & Business Design**
- **Organizational Strategy & Transformation**



Outside IN

Distinctive Capabilities

Results Based



Custom HR, Leadership, and Talent Development

RBL's custom development programs are tailored to your organization to build human capabilities that matter most.

Process



You know your business and your leaders. We know how to challenge and engage executive leaders in leading global companies. Together, we will create, refine, and deliver a program that will help drive the culture changes needed to sustain and build your organization's future growth.

Content



RBL's leadership content is first and foremost actionable. While based on a powerful blend of cutting-edge research, RBL's deep experience in helping companies adapt these ideas so leaders can apply them makes sure the ideas we bring have impact in the business.

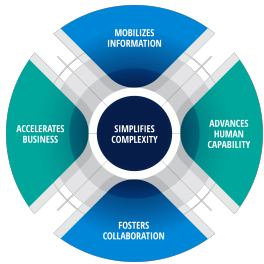
Delivery



RBL's facilitators excel at bringing the energy and creating the conversations needed for executives to really engage, reflect, and change. This unique approach allows us to quickly create a powerful custom executive learning experience.

Digital Results-Based Guided Learning

RBL's digital learning programs offer organizations a cohort-based, blended delivery of digital learning and LIVE facilitated sessions.



**Award-winning,
Dave Ulrich HR Academy**

6-week program for all
HR Professionals



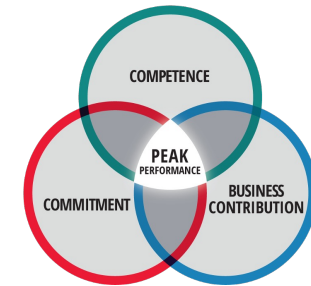
**Leadership Code®
Academy**

6-week program for leaders
at all levels



**Leading for HR
Excellence Masterclass**

3-week program for HR
leadership teams and senior
HR leaders



**Dave Ulrich Talent
Academy**

6-week program for
business leaders



RBL Institute and HRLP

RBL Institute and HRLP are two ways to work directly with Dave Ulrich to provide ideas with impact and to create value for all stakeholders.



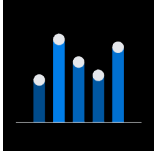
RBL Institute is a senior executive “think tank” membership led by Dave Ulrich. 2024 Events include:

- Outside-In HR: How can HR create value for all stakeholders?
- How will Digital Technology (AI) Impact HR?
- The Evolving Employee Experience



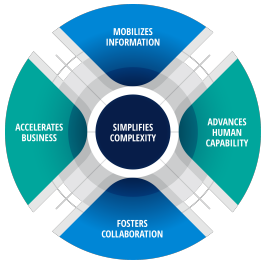
HRLP (*Human Resources Learning Partnership*) is a LIVE, 9-day premier strategic HR learning event for senior-level and high-potential HR professionals from leading global companies led by Dave Ulrich.

- Held May and September 2024



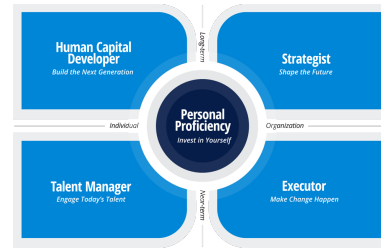
RBL Measurements

RBL measurements allow organizations to determine which human capability investments will most impact specific business outcomes.



HR Competencies Assessments

360/180-Degree or
Self-Assessment



Leadership Code® Assessments

360/180-Degree or
Self-Assessment
(Stratified levels available)



Organization Guidance SYSTEM

4 Pathways: Talent,
Leadership,
Organization, HR



G3

Growth, Governance
& Guidance

The background of the slide is a scenic photograph of a mountain range. In the foreground, a winding asphalt road curves through green, grassy hills. In the distance, rugged, rocky mountain peaks are visible under a hazy, golden sky, suggesting a sunrise or sunset. A blue rounded rectangle is positioned in the center of the image, containing white text.

The **BEST** *is yet* **AHEAD**

Q & A with Dave Ulrich

**Now Is The Time
to Drive Future Value of Human
Capability**

Let's Stay Connected



- [Follow Dave on LinkedIn](#) to view his regular posts with insights and tips
- [Subscribe to Dave's weekly Newsletter](#), Human Capability Impact
- [Follow RBL on LinkedIn](#) to stay up-to-date on research and future events.



To get a copy of the webinar slides, visit our website:

<https://www.rbl.net/webinars/harnessing-the-past-to-drive-future-value-of-human-capability>

Visit our website at www.rbl.net to learn more about RBL's offerings and upcoming programs.



Don't forget to fill out the 20 sec. survey!