

# hrSPECTRUM

Cornell Center for Advanced Human Resource Studies

## Research Highlight

### Employer Brand Equity, Recruitment and Product Awareness

There is no disputing the fact that it is a hot job market. In fact, for this past spring's college graduates, the job outlook was rosier than it had appeared in years. Increasingly companies and recruiters are wondering what they can do to ensure that they can attract large pools of the college job seekers they aspire to hire. Christopher J. Collins, in the School of Industrial and Labor Relations, recently undertook a research project titled, 'The Interactive Effects of Recruitment Practices and Product Awareness on Job Seekers' Employer Knowledge and Application Behaviors.' In short, he studied the effectiveness of different recruitment strategies in attracting job seekers.

Previous research by Collins has shown that employer knowledge, the beliefs that job seekers hold about a company as a potential employer, strongly predict job seekers' interest in applying to the company and actual application behaviors. In particular, job seekers are most affected by their awareness of the company as an employer, their perceptions of how other students and faculty perceive the reputation of the company, and their beliefs regarding aspects of the job (e.g., pay, chances for development, interesting work).

Companies must first create awareness of their company before they can influence job seekers' beliefs regarding reputation or job information.

Because what an applicant knows about a company affects his or her behavior in the application process, it is important for recruiters to understand how to influence these beliefs. Collins first started with the assumption that job seekers knowledge and beliefs about a company are influenced by both recruitment related and non-recruitment related sources of information. In terms of non-recruitment sources of information, he hypothesized that students would be attracted to companies who had recognizable products or services. His prediction brings to mind a story told in HR Spectrum recently. When the recruiting team for Diageo was struggling to attract students to their booth at job fairs and company information sessions, they replaced their Diageo banner with one for Guinness beer, one of the premium liquor company's brands, and they suddenly had plenty of visitors at campus recruiting events.

Collins' findings were similar to those found anecdotally by Diageo. Based on data collected from 123

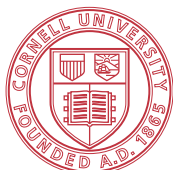
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recruiting companies and 456 students, he found that job seekers were more aware of and more attracted to companies that had more visible products or services. Further, students applied to these companies at a higher rate than they did to companies that did not have recognizable products or services. Thus, companies with strong brands seem to have an advantage in attracting job seekers.

Based on these findings, Collins then looked to explore if the success of different recruitment strategies depended on the level of job seekers' awareness of the company's products or services and the company's reputation. In particular, he was looking to identify those recruitment strategies that would be most useful for companies that lacked brand visibility and those strategies that would be



Cornell University

*Up Close with ...*

## Jürgen Brokatzky-Geiger of Novartis

**Y**ou may never have heard of Novartis, but you've certainly smiled at the big blue eyes of a Gerber baby at some point in your life. Gerber is just one of the companies that make up Novartis, a Swiss-based pharmaceutical company that impacts the world through 360 independent affiliates in 140 countries. Novartis is comprised of pharmaceuticals, generics, human vaccines and consumer health divisions - consumers which even include dogs, cats and farm animals through Novartis' animal health products.

At the helm of Novartis' human resources function is Jürgen Brokatzky-Geiger, a PhD chemist by training who came into HR through a long path in the pharmaceutical industry. Jürgen is a leader in research, development and operations functions.

In fact, it is that extensive business experience that Jürgen believes equipped him for his role in HR. "I think the most important thing that prepared me for HR was my history on the business side of this big organization, moving from working in a laboratory to managing a large global unit. I had the day-to-day experience of what it means to put HR processes in place. Actually, many of the processes we think of as HR processes like Performance or Talent Management are really business processes," says Jürgen.

His comments indicate the critical importance of time spent working not just in a corporate but a business position as well. "As a line person I used these processes, I knew everything about their implementation and how they worked and didn't work," Jürgen remarks.

Because managing a global organization is so complex, Jürgen continually stresses the need to understand the business. "Maybe because I'm



Jürgen Brokatzky-Geiger

coming from the line side, I think that HR leaders do not need to be experts in an HR function. However, they need to have the capability to responsibly include top HR experts in the department. This actually can lead to great teams. If an HR person wants to be recognized from the line, they have to really understand what the company is doing and how it makes money."

His final comments might surprise some of us in our fast-paced corporate culture. "HR people move too quickly from one job to another or from one company to another. After two years, they are already thinking of another job in our organization or elsewhere. To be truly successful, we need to stay in positions long enough to live with the results of our leadership. If we move too quickly, we don't experience the fruit of our own work," says Jürgen.

As a former executive on the business side, he speaks from this different perspective. "On the business side, we think HR leaders should stay in place longer. Success is about breadth and depth," says Jürgen. With a twenty-plus year career that began in Ciba-Geigy, a predecessor of Novartis, and experience managing all technical functions that support drug development, Jürgen has walked his talk.

Novartis has leadership positions in both patented and generic pharmaceuticals. In 2005, the Group's businesses achieved net sales of \$32.2 billion and net income of \$6.1 billion. Approximately \$4.8 billion was invested in research and development. Headquartered in Basel, Switzerland, Novartis Group companies employ approximately 97,000 people and operate in over 140 countries around the world. 

*Novartis joined CAHRS in 1991, the 'UP Close with' profiles feature interviews with leaders of CAHRS sponsors.*

*HR Company Profile***CIT, Inc.**

**C**IT Inc. is a leading global provider of commercial and consumer finance solutions, and James J. (Jim) Duffy is its new Executive Vice President and Global Head of Human Resources. You may not be familiar with CIT, but this hundred year old company has been through three mergers and acquisitions, and in spite of that has managed to maintain its unique identity as a leader in vendor financing, factoring, equipment and transportation financing, Small Business Administration loans, and asset-based lending. It has more than 7,000 employees in locations throughout North America, Europe, Latin America, and the Pacific Rim.

“The cultural markers here are very strong,” says Jim, “Preserving that is very important.” While maintaining the culture is certainly critical, Jim has another big job to do. “My role has been given a white sheet of paper. Our HR team is not dealing with a lot of legacy issues concerning how HR is done. The charter for me is to come in and build this thing.”

CIT is in effect going through a total change in its business mode and that will drive its HR team’s priorities in the coming years. It has been a traditional old line finance and credit company which returned annual profits in the 3-5% range. The new model calls for a transition to a faster moving company that can operate in the 15% realm. “I came on with a charter to make sure we had the processes necessary to accelerate and facilitate that growth. It’s a big change agent role,” says Jim.

It could be a daunting task, but this seasoned HR executive is undeterred. “The exciting thing is I have the support to make this happen. The challenge is to keep the best of what was CIT and get people to embrace the new business model,” says Jim. To make its business transition, CIT is bringing in specialized talent to support new lines of business like capital markets and advising services. “We are hiring investment bankers for example. How do you blend these new folks into our culture? We need different systems and processes to support those new people and strong programs so we keep our culture intact. Practically speaking, this business change creates two sets of priorities for HR. One is purely focused on functional effectiveness,” says Jim. “Determining what talent I have in place. Understanding what our HR structure is and what it needs to be. Then we’ll pick three to four things that need to be fixed now and focus on them. On the other side, we are trying get a fix on the effectiveness of our senior leadership,” remarks Jim. “How effective are they and how well do they work together?”

It is an exciting new challenge for this HR leader who has seen his share of change in a myriad of companies and industries. Prior to CIT, Duffy was the senior vice president of human resources for Citigroup’s Global Consumer Group. Before joining Citigroup, he held senior human resources positions at other major banking and manufacturing companies such as AlliedSignal, Ingersoll-Rand, Banker’s Trust and GE. 

*CIT, Inc. joined CAHRS in 2006 the ‘HR Company Profile ...’ feature a Corporate HR view of new CAHRS sponsors.*

## CAHRS Executive Roundtables 2006


# HR Students Meet our Sponsors

**C**ornell ILR students and HR Executives from fifteen corporations gathered August 22, 2006, at one of CAHRS most popular events the 10th Annual ILR Orientation and CAHRS Executive Roundtables. Once again the waiting list grew with HR executives desiring the opportunity to interact with future HR professionals beginning their graduate studies at Cornell.

Since 1997, the CAHRS Executive Roundtables have offered our sponsor company representatives an opportunity to meet with ILR Graduate and select Senior students to exchange questions and ideas about the field of HR. The highlight of this years event was a keynote address by Jim Donald, CEO, Starbucks Coffee. Donald emphasized that communication is embedded in the Starbucks culture and preceded to share numerous examples of how he works to be an effective communicator with his employees and their families. His stories were a perfect lead into the roundtable discussions about what skills are needed by future HR professionals and what companies look for in recruiting entry-level professionals.

About eighty students attended our CAHRS Executive Roundtable session. Corporations that were represented at this session are UTC, Microsoft, American Water, Citigroup, BMS, IBM, PNC, Shell, Yum! Brands, General Mills, Merck, Novartis, GE, and Terex.

The annual agenda includes lunch, the roundtable sessions, and a reception where students and executives are able to converse in a more informal setting. The executives are encouraged to set out information on their company, and students leave resumes for the executives to look over.

Executives wishing to participate in next years roundtables should respond quickly to the invitation that comes out in the spring. 



**Jim Donald, CEO, Starbucks Coffee, keynote speaker**



**Susan Beauregard, GE**



**Bill Panetta, UTC**



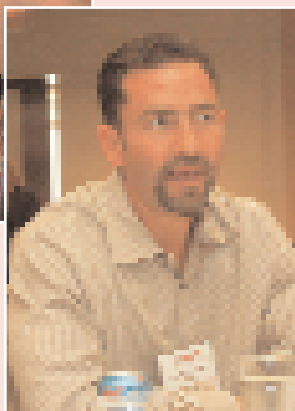
**Kevin Barr, Terex**



**Francene Young, Shell**



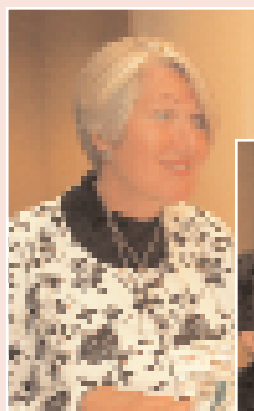
**K**evin McManus, BMS



**S**cott  
Pitasky,  
Microsoft



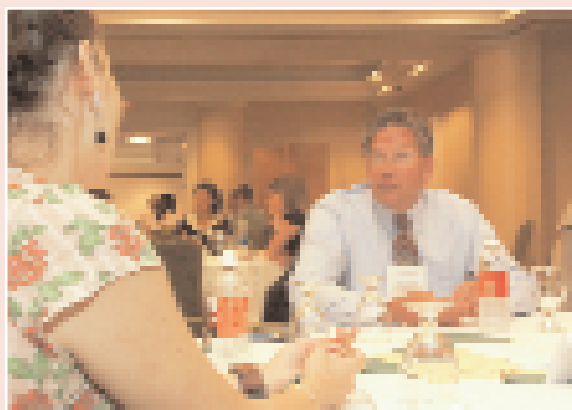
**M**isty Reich, Yum! Brands



**S**andy Ohlsson,  
General Mills



**B**ill Rosner, PNC



**J**im Mulski, American Water



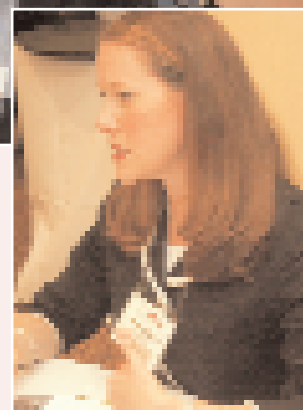
**D**avid Howe, Merck



**E**dith Ginsberg, Citigroup



**P**hil Webber, IBM



**M**egan Wherry, Novartis



## Custom HR Executive Development Program



*SK Group's HR Managers and CAHRS*

**T**his past August CAHRS welcomed SK Group to their 6th custom training at ILR in 12 years. The program began August 23, with the arrival of twenty-eight Human Resource Managers, selected from over ten divisions, to attend this year's executive development program. "I am confident that this year's SK-CAHRS HR Seminar will continue to be outstanding as always. Through the seminar, we get insights in regard to the strategic role of HR in our highly competitive business environment. This program is a great opportunity for our HR people to enhance their competencies in HR," says Kang Moo Lee, Senior HR Manager, Corporate Management Office, SK Group.

The group started off with a meeting at Corning, Inc., with an overview of the Corning Human Capital Planning, Performance Management System Framework, and Global Diversity Values, hosted by Gail Baity, Director of Workforce Development and Learning. The group visited the popular Corning Glass Museum, and then traveled to Cornell for the week-long executive program.

The development theme for this year's training emphasized Global HR, and encompassed presentations beginning with Business Strategy: Connecting HR to the Value Chain; Driving Business Performance through HR, Attracting and Retaining Top Talent; Leadership Development and The Role of Personality, and Identifying and Developing Leadership Talent. Educational lectures were given by Professors Scott Snell, Pam Stepp, Patrick Wright, Chris Collins and Brad Bell. A visit to Niagara Falls took place over the weekend.

Professors Kevin Hallock and Quinetta Roberson, began the second part of the session teaching Reward Strategy,



*Kang Moo Lee, SK Group; Gail Baity, Corning; and Pam Stepp, CAHRS*

Choosing the Optimal Pay Mix, Non Monetary Rewards, and HR Next Practices: People Management in the Global Workplace." John Haggerty, Managing Director of Executive Education, and ILR Dean Harry Katz finished the program with presentations on Managing in a Performance Culture: Improvement Plans and Exit Strategies, and Global Labor Management Relations' Emerging Trends.

According to Tae Yung Kim, Senior HR Manager, Corporate Management Office, "The program works especially because of the excellent faculty members, each of whom has insights and great passion. It was an exceptionally rewarding learning experience that equipped me with new knowledge and perspective. Also, being away from the office for two weeks, I could have an opportunity to rethink what I should do to be a better HR professional. It was a wonderful experience!" Kim's colleague Ha Jin Park, Assistant HR Manager, said later "Global HR Seminar at Cornell is its own Challenge. New ideas and insights encountered in Cornell is enough to make my HR knowledge, practice and career fertile. The 'why and so what' questions helped me to step back and look back over what I've been doing now, and to question myself. Everything in Cornell had been challenging for me. I will definitely miss the earnest faculty, sincere staffs and a stunningly beautiful campus! Finally, I hope that an opportunity to participate in this special seminar will visit me again in the future."

As a grand finale, the SK Group managers visited GE at the Crotonville Learning Center in Ossining, NY. The managers learned about GE Leadership Development and

*Continued on Page Seven*

## Employer Brand Equity, Recruitment and Product Awareness

*Continued from Page One*

most useful for those companies that had clearly visible products or services.


There are two strategies employers can apply to influence job seekers. First, companies can implement low-information recruitment practices, recruitment sources that provide only general queues and positive images of the company. For example, companies use general recruitment advertisements (e.g., posters or billboards on web pages that contain positive images and the company brand or logo) and sponsorship activities (e.g., sponsoring campus events or donating money for naming rights). Collins hypothesized that these low-info practices have their greatest effect on applicant behaviors when company product awareness is lower.

Second, companies can implement high-information recruitment practices, recruitment sources that contain details about the job and the company. Companies provide more extensive information to job seekers through detailed ads (e.g., brochures, web sites) and through employee endorsements (e.g., interns or employees sharing information with job seekers through events on campus). Collins hypothesized that high-information recruiting practices are significantly related to an applicant's behaviors, when the company product awareness and corporate reputation are already high, because students will be motivated to seek out information about these more visible companies.

Based on the data noted above, Collins found strong support for both hypotheses regarding the interaction of recruitment strategies and company identity and visibility. First, he found that job seekers were more likely to apply to companies after being exposed to low-information recruitment practices, but only when these practices were used by companies that did not have easily recognizable brands, products, or services. It appears that low-

information recruitment practices effectively influence job seekers by creating initial awareness in the company and creating interest that leads job seekers to look for more detailed information from other recruitment sources.

In support of his second hypothesis, Collins found that high information recruitment practices such as detailed recruitment ads and employee endorsements were positively related to a job seeker's behaviors for companies that have well known product or service brands. The highly visible brands seem to create the level of interest required to motivate job seekers to pay attention to and process the information contained in the high-information recruitment practices. In contrast, students were not influenced by high-information recruitment practices when they were used by companies that did not have recognizable product or service brands. Companies with low product or service brand awareness only saw benefits from using high-information recruitment practices when they first implemented low-information recruitment practices that created the initial awareness and interest in the company.


Overall, Collins found that an employers' early recruitment practices are related to those three dimensions of employer knowledge (employer familiarity, reputation and image) and that knowledge is related to a job seeker's application behaviors. From a practical standpoint, this research suggests that recruiters must be careful to select the recruitment practice strategy that best matches the extent to which job seekers are likely to be aware of their company based on its products or services. 

*For more information regarding this research please contact Christopher Collins via email: [cjc53@cornell.edu](mailto:cjc53@cornell.edu), or Tel: (607)255-8859. This article references research from the CAHRS Working Paper #06-09, which can be found on our web site: [www.ilr.cornell.edu/cahrs/paper.html](http://www.ilr.cornell.edu/cahrs/paper.html).*

## Custom HR Executive Development Program

*Continued from Page Six*

Education, Operating Mechanism, Performance Management, and the GE Korea Business Infrastructure. Chief Learning Officer for GE Corporate, Bob Corcoran and Program Manager for GE Crotonville, Amy Torani hosted the group. SK managers mentioned the GE Crotonville visit was another excellent experience for them. They loved the hearty welcome from GE, the detail of the programs given to them, and the great discussion even during lunch time. Doo Hyun Kang, HR Manager of

SK Telecom summed up the entire visit, "Through the SK Custom HR Executive Development Program, I could summarize the last eleven years HR experiences from the theoretic and practical view points, especially, the Global Labor Management Relations session which widened my insights about global labor relations trends. Cornell faculty members, I appreciate your hard work!" 

**SAVE THE DATE****CAHRS Spring International Sponsor Meeting****EMPLOYEE ENGAGEMENT*****What Do We Really Know? & What Do We Need To Know To Take Action?*****May 22 - 23, 2007****Paris Marriott Hotel Champs-Elysees  
Paris, France****WORKING AGENDA**

**E**mployee engagement is high on the agenda for many CAHRS sponsors whether they are based in Europe, Asia or the U.S. Many companies are presently defining what is employee engagement and are conducting surveys to measure the commitment of their employees to consistently act in the best interest of the organization. The CAHRS Paris conference will present rigorous faculty and sponsor company research to explore the real issues of employee

engagement. In addition there will be presentations and roundtable discussions to share best practices. We will all work together to learn about the integration of concepts of employee engagement into corporate strategy, how HR offers products and services to support the business delivery of the strategy, how employee engagement impacts business performance, and how it drives the outcomes of HR measurement and analysis.

***TUESDAY, MAY 22, 2007*****12:00 - 13:00pm - Welcome Lunch****13:00pm - Program****19:30 - 20:30pm - Reception****20:30 - 22:00pm - Dinner*****WEDNESDAY, MAY 23, 2007*****8:30 - 9:00am - Welcome Coffee****9:00am - Program****18:00 - 19:30pm Reception*****Inquiries, please contact:***

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Ithaca, NY 14853-3901 USA

Phone: 607-255-9358; Fax: 607-255-4953

Email: [jap7@cornell.edu](mailto:jap7@cornell.edu)

On-Line Registration Form: [www.ilr.cornell.edu/cahrs/springregform.html](http://www.ilr.cornell.edu/cahrs/springregform.html)

**HOTEL INFORMATION**

We have set up a block of rooms at the Marriott Paris Champs-Elysees for you to make reservations.

**PLEASE NOTE**

you will need to download A REGISTRATION FORM to reserve a room at the hotel.

**THE FORM IS AVAILABE AT**

[www.ilr.cornell.edu/depts/cahrsdownloads/mariottreservationform.pdf](http://www.ilr.cornell.edu/depts/cahrsdownloads/mariottreservationform.pdf)

Rates for rooms are the following:

300.00 EURO for a Deluxe Room plus additional City Tax of 1.50 EURO

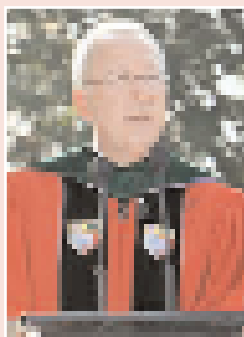
Breakfast is not included in the room rate. The cost for Breakfast will be 29.00 EURO per person.

For additional information on the Marriott Paris Champs-Elysees, please visit

<http://marriott.com/property/abouthotel/default/pardt>

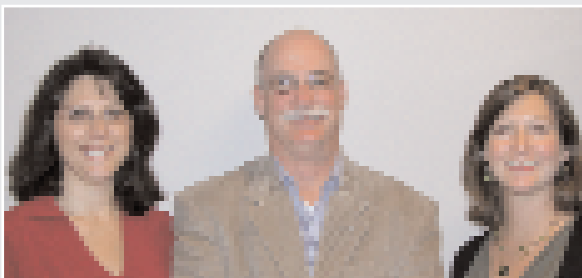


# In The News



**David Skorton**

**New Cornell President** - Sept. 7, 2006, Cornell University inaugurated David J. Skorton as its 12th president. During a revelatory inaugural ceremony, among poetry, music and song on Cornell's Arts Quad, Skorton announced five propositions that outlined his vision for the university: strengthening the undergraduate experience; optimizing the employee environment; consolidating relationships among Cornell's disparate campuses; promoting the arts, humanities and social sciences; and using Cornell's land-grant and outreach missions to better serve global needs. "We are most actualized as a faculty, staff and student body when our efforts affect those beyond our boundaries," Skorton said. "Whether the focus is on diversity and the campus climate or on Ithaca, Tompkins County, New York State, the United States or the global community, Cornell must look ever outward, ever more broadly." On this day, the Cornell community were treated to David Skorton the scientist, the thinker, the ethicist, the humanist, the jazz artist as well as the cardiologist. Skorton's address, free-form yet all-encompassing, closed on an upbeat note: "As we work together to create a rhythm of optimism to catch us in our personal and institutional moments of doubt; as we explore ways to calibrate the various cadences that together guide the pace of our movement into the future, we must set our collective vision such that there will never be a boundary to where our imagination may wander, nor artificial limits to what we might accomplish. One alone, a dyad, more, many, a society of dancers are we."



**Christine Cotton, John Haggerty, and Sarah Thompson**

## **New ILR Executive Education Program Employees**

The ILR School has welcomed three new staff members to our Executive Education Program office: John Haggerty, Managing Director of Executive Education; Sarah Thompson, Program Coordinator; and Christine Cotton, Program Coordinator. All are now working with Dr. Scott Snell, Director of ILR Executive Education. John Haggerty spent 21 years rising through the ranks at GE to end up vice president of the \$8 billion division. "I did a lot of exciting things through the years, but I got my greatest satisfaction from developing other human resource professionals," says Haggerty. With a terminal leave from GE and the

blessing of his family, Haggerty came back to the ILR School in the fall of 2003 to pursue his PhD. He has long been an active participant in CAHRS, and ILR Executive Education is pleased to welcome him to their growing team. Sarah Thompson joined Executive Education in August of 2005 and Christine Cotton joined in January 2006. Both have jumped into all aspects of program coordination during a very busy past year. Sarah and Christine work alongside John Haggerty to manage program registration, budgeting, marketing and communications; and manage on- and off-site conference coordination and logistics. Sarah's background spans roles in marketing, public relations, sales, the hospitality industry, accounting and event planning. Sarah also spent several years with the National Retail Federation as media relations manager. Sarah graduated from the University of Virginia in 1998 with a B.A. in Psychology. Christine Cotton has lived in the Ithaca area for several years, and has had connections with Cornell since 2001. Christine's background includes management experience in retail, office administration, and software trainer. At Cornell, Christine has worked primarily with Alumni Affairs & Development's gift giving function, first at the university level and most recently for ILR. As Assistant to the Executive Director, Christine worked closely with donors and the ILR Dean to process important gifts made to the ILR School. She was also involved in helping Alumni Affairs to plan and execute School events. Christine graduated from Tompkins Cortland Community College in 1992 with an A.S. degree in Business Administration.



**Donna Stone**

**Donna Stone joins CAHRS as Fiscal Program Manager** - In July Donna Stone joined CAHRS, hired as the new financial coordinator for the office. Donna is leading our staff in consolidating and streamlining our accounting process, and will broaden our strategic analysis of our programs. She started her Cornell career at the College of Veterinary Medicine in 1996, working in several offices of the Department of Biomedical Science providing accounting functions. She then became Account Manager for the Department of Human Development in the College of Human Ecology, working for the Director of Finance and Administration, coordinating and analyzing all financial business operations for the Department. She is a graduate of Columbia College, Columbia Missouri, and worked for several years in the corporate world before returning home to central New York.

## CAHRS EVENTS CALENDAR 2006 - 2007


- Executive Compensation Working Group ..... September 29, 2006 New York, NY  
Hosted by Bear Stearns
- CAHRS Fall Sponsor Meeting ..... October 23 - 24, 2006 Ithaca, NY  
Global HR Best Practices: Maximizing Innovation,  
Effectiveness and Efficiency in HR
- Executive Compensation Working Group ..... December 12, 2006 Menlo Park, CA  
Hosted by Sun Microsystems
- CAHRS Spring Sponsor Meeting ..... May 22 - 23, 2007 Paris, France
- ILR Orientation and CAHRS Executive Roundtables ..... August 21, 2007 Ithaca, NY
- CAHRS Fall Sponsor Meeting ..... November 14 - 15, 2007 Ithaca, NY

For more information, contact Jo Hagin at 607/255-9358 or email: [jap7@cornell.edu](mailto:jap7@cornell.edu), or visit our website at:  
[www.ilr.cornell.edu/cahrs/Calendar.html](http://www.ilr.cornell.edu/cahrs/Calendar.html)

### ILR Executive Education & Events

- HR Strategy: Creating Competitive Advantage Through People ..... September 25 - 29, 2006 Ithaca, NY
- Shell Custom Program: Strategic Business Partners ..... October 8 - 13, 2006 The Hague, The Netherlands
- Strategic Talent Management ..... October 12 - 13, 2006 New York, NY
- Managing for Impact: HR Metrics and Firm Performance ..... November 9 - 10, 2006 Arlington, VA
- HR Leadership: The Next Paradigm ..... February 6 - 8, 2007 St. Petersburg, FL
- Managing for Impact: HR Metrics and Firm Performance ..... April 12 - 13, 2007 New York, NY
- Shell Custom Programs ..... April 22 - 27, 2007 The Hague, The Netherlands
- HR Transformation: Partnering to Achieve Functional Excellence..... April 30 - May 4, 2007 Ithaca, NY
- HR Strategy: Creating Competitive Advantage Through People ..... September 24 - 28, 2007 Ithaca, NY
- Shell Custom Programs..... October 21 - 26 2007 Shanghai, China

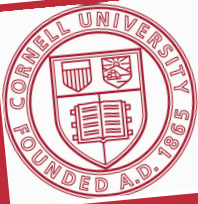
For more information, contact ILR Executive Education at 607-255-5882 or e-mail: [ilrexec@cornell.edu](mailto:ilrexec@cornell.edu), or visit our website at:  
[ilr.cornell.edu/execed](http://ilr.cornell.edu/execed) to view our Brochure.

 **advancing the world of work**  
school of industrial and labor relations

**CAHRS**   
Center for Advanced Human Resource Studies

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Dr. Patrick Wright, Director  
Dr. Pamela Stepp, Executive Director



## Cornell University ILR School Executive Education

Take advantage of your CAHRS Sponsorship by sending your team to top-notch HR Executive Education programs from the ILR School at discounted rates. Jump start your 1st Quarter with the following development options:

### HR Leadership: The Next Paradigm

February 6-8, 2007 ~ Renaissance Vinoy Resort & Golf Club ~ St. Petersburg, FL

**New 3 day format!**



- Go beyond functional business partner to true business leader
- Impact the strategic direction of your firm
- Assess current and cultivate new leadership skills

#### Learning Objectives

Successful HR leaders must excel in three distinct but related roles—they are highly visible individuals and organizational role models, members of a senior management team, and the leader of an increasingly critical business function. The best HR leaders don't simply adapt HR to the firm's strategy, they help create and modify that strategy on a continuous basis. They use a variety of tools, techniques, and styles to promote teamwork and shape collaboration in the executive suite. A current, high profile senior leader of HR in a major firm will provide unique insights and perspectives to make the class content more personal.

#### Program Curriculum

- Assessing your leadership style
- Understanding value creation and core competency
- Mapping the architecture of knowledge-based assets for competitive advantage
- Aligning people, processes, and systems as a foundation for strategy formation; driving organizational capability and agility
- Linking HR metrics and business drivers
- Recognizing the new role(s) of the HR function in the context of business leadership
- "The View from the Top", perspectives from a current SVP of HR

CAHRS Sponsor Rate:  
\$3,200  
A \$300 discount per person  
off the full price

### The Language of Business:

#### Finance & Competitive Analysis for Strategic HR

March 6-7, 2007 ~ Atlanta Marriott Downtown ~ Atlanta, GA

**New in 2007!**



- Become a key player with Finance in defining your firm's strategic success
- Learn to quantify current and future HR investments
- Speak the language of top management to better align your human capital - and gain support

#### Learning Objectives

This is an intense 2-day program designed for mid to upper level HR managers who need to better understand how to build a business case for strategic change. The program will focus on the value creation model (*competitive advantage*), measures of business performance (*finance and accounting*), and their linkage to HR strategies and practices. The course will include a mixture of lecture, case studies, exercises and group activities to provide participants with the skills required to evaluate HR's contribution to their company's competitive advantage.

#### Program Curriculum

- Overview of Strategic HRM; introduction of models and linkage to existing HR strategy
- Analysis of HR practices that support/oppose existing strategy and development of alternatives
- Overview of financial fundamentals; quantitative methods applied to HR situations
- Discuss current quantitative challenges; develop specific examples for application of tools/methods and further analysis

CAHRS Sponsor Rate:  
\$2,000  
A \$300 discount per person  
off the full price