

SYLLABUS

Module Objectives

How is the Future of Work being reshaped by external forces, and what does this mean for your organizations, leaders, and employees? Winning in this environment requires a forward-thinking People Agenda and you will learn how leading companies are proactively adapting and innovating their People Agenda to seize competitive advantage amidst these changes.

Central to the learning journey is a comprehensive exploration of the People Agenda, detailing its attributes and how it aligns with business strategy, particularly emphasizing the pivotal role of organizational culture in driving performance, engagement, and desired outcomes.

In a fast-changing world, Strategic Workforce Planning takes on a critical role - learn how HR professionals and business leaders can collaboratively shape its design for optimal outcomes.

You will curate a personal repository of best practices across the employee lifecycle, spanning attraction, retention, development, and performance management with a particular lens on managing multi-generational talent. You will also delve into the realm of Digital Transformation, HR Tech and People analytics and acquire insights on how top-tier organizations intertwine harness employee-related data to enhance decision-making and boost productivity.

You will leave this learning journey by completing a hands-on exercise where you will draft a personalized roadmap, positioning yourself to champion your own organization's People Agenda more effectively.

Learning outcomes

Key learning outcomes are:

- Discuss and debate the major external forces shaping the Future of Work and how they will impact organisations, their leaders, and employees.
- Learn the attributes of a world class People Agenda and how it supports business strategy & performance - with a deep dive on organisational culture and its impact on performance, engagement, and organisational outcomes.
- Understand the importance of Strategic Workforce Planning and how HR and Business Owners can partner to contribute to its design and success.
- Build up a personal library of best practices, skills and behaviours to deliver value through the People Agenda at key stages in the employee life cycle (Attraction, Retention, Development, Performance Management) with a particular focus on managing multi-generational talent.
- Learn how leading organisations collect, analyse and interpret data related to employees to improve decision-making, productivity, and overall organizational performance.
- Develop a personal blueprint for how to contribute more positively to an organisation's People Agenda moving forward.

Preliminary tasks

Students are required to complete graded prework by 11th February 18.00 CET.

Graded prework:

You will receive your personalised login details via email on 15th January 2025.

Complete phases 1 & 2 on the online Experience Accelerator platform to include slides, readings and videos on the Future of Work and strategic HR themes. Be sure to complete the multiple-choice quiz and reflective questions in phase 2.

For phase 3 of the online Experience Accelerator platform, using the materials you have read, your own leadership perspectives and experience, record 1 video of no more than 6 minutes on the following topic:

- Describe which external forces you believe will most impact your organisation's strategy in the next 3-5 years and why. Discuss 3-4 examples of People Agenda initiatives you think it will be important that your company focuses on as a result of these external forces and strategic shifts. Describe the benefits your organisation will get if these initiatives are successful and conversely, the risks if they are not. If you are not currently working in an organisation, pick a former employer or another company you know well.
- We have experienced very occasional difficulties when recording is done within your company's firewall, so we do suggest that you record from your home internet environment.

Assessment

Key components of final gradings are:

- Mandatory online prework quizzes and video recording – individual 25%
- Class participation – individual 20%
- In-class/post class final exam -- individual 55%

Mandatory online prework quizzes and video recordings to be submitted latest 3 days before the start of the in-person module.

The class activities will be designed to allow participants to contribute individually (comments, questions, discussions, co-cooperativeness) and as a group (discussion, teamwork, outcomes), and both elements will influence final mark. A peer review survey will be used as an assessment tool for part of this grade.

The final exam will be held at the end of the module and will combine different types of questions (multiple choice, filling in a word or sentence, make short explanation, and a video recording of a presentation) and will be administrated partially at the end of the program, and partially the week after. Questions with multiple choice, filling in a word or sentence, and short explanation will be applied immediately at the end of the program, and students will complete the video essay within 1 week after the module. Criteria and composition of video essay requirements will be explained in detail just before final exam. Clear individual feedback to all students will be provided.

Background readings

Mandatory reading/viewing (all will be submitted prior to the module as .pdf files or live URL links):

1. Kron & Spindel: **Redefining Performance Management at DBS Bank: How Lofty Ambitions and Innovative Metrics Sharpened Customer Focus**, March 2019
2. World Economic Forum & Mercer, **The Good Work Framework: A new business agenda for the future of work**, May 2022
3. Josh Bersin, **HR Predictions for 2025: A Tumultuous Year Behind: A Challenging, Important 2025**, <https://joshbersin.com/2024/12/a-tumultuous-year-leads-to-a-new-challenging-exciting-2025/>, December 2024
4. Allan Watkinson and Rohit Kar, **Organizational Culture: What Leaders Need to Know**, March 2023
5. Susan Sorenson, Gallup.com, **Employee Engagement Drives Growth**, 2023
6. Marc Effron, The Talent Strategy Group, **Two Talent Metrics Matter Most**, September 2023

Great additions to your reading list

- Dr Susan Hetrick, **Toxic Organizational Cultures and Leadership: How to Build and Sustain a Healthy Workplace, 2023**
- Scott Keller, Colin Price, **Beyond Performance: How Great Organizations Build Ultimate Competitive Advantage, 2011**
- Lynda Gratton, Andrew Scott, **The 100 Year Life: Living & Working in an Age of Longevity, 2017**
- Nigel Guenole, Jonathan Ferrar, Sheri Feinzig, **The Power of People: Learn how Successful Organizations use Workforce Analytics to Improve Business Performance, 2017**

Want to keep up to date? Here's some people you might want to consider following on LinkedIn:

Josh Bersin: <https://www.linkedin.com/in/bersin/>

John Boudreau: <https://www.linkedin.com/in/john-boudreau-115500/>

Dave Ulrich: <https://www.linkedin.com/in/daveulrichpro/>

Amy Edmonson: <https://www.linkedin.com/in/amycedmondson/>

Adam Grant: <https://www.linkedin.com/in/adammgrant/>

Schedule

Day 1

9:00 – 11:00	<ul style="list-style-type: none">➤ Introduction➤ The Future of Work: Trends, Disruptions & Uncertainties and how to navigate them➤ Introducing The People Agenda
11:00 – 11:15	Break
11:15– 13:00	<ul style="list-style-type: none">➤ Organizational culture, purpose, values, engagement➤ Ignore them at your peril! The importance of the middle manager➤ People-related behaviours to nurture
13:00 – 14:00	Lunch break
14:00 – 15:30	<ul style="list-style-type: none">➤ Strategic Workforce Planning – Future Proofing our Talent Pipeline
15:30 – 15:45	Break

15:45 – 17:15	➤ What is a work operating system and why might yours need an upgrade?
17:15 – 18:00	➤ Reflection, Blueprint capture, Roadmapping for the following day.

Day 2

9:00 – 11:00	<ul style="list-style-type: none"> ➤ The Employee Lifecycle: Managing Intergenerational Workforces ➤ Attraction & Retention with a Focus on Gen Z
11:00 – 11:15	Break
11:15 – 13:00	➤ The Employee Lifecycle: Performance Management & Development
13:00 – 14:00	Lunch break
14:00 – 15:30	➤ Restructuring, Separations, Retirement
15:30 – 15:45	Break
15:45 – 16:45	Guest speaker
17:15 – 18:00	➤ Reflection, Blueprint capture, Roadmapping for the following day.

Day 3

9:00 – 11:00	➤ Case study: Digital Transformation – How Culture & Performance Management Show Up in a Radical Turnaround Story
11:00 – 11:15	Break
11:15 – 13:00	<ul style="list-style-type: none"> ➤ The role of Tech in HR ➤ Powerhack – integrating AI into our People Agenda
13:00 – 14:00	Working Lunch break
14:00 – 15:30	➤ Powerhack – integrating AI into our People Agenda cont.
15:30 – 15:45	➤ Instructions for final exam and closing words
15:45 – 16:30	➤ Final Exam

Other course policies

Attendance:

A significant portion of the course knowledge is acquired in class through individual and team discussions; thus, attendance is crucial. If a participant cannot attend a session, they should communicate this to the instructor well in advance.

Punctuality:

Every minute is essential! Problem formulation and roadmapping for the day occur at the beginning of each session. Being late will limit a student's ability to participate and share their thoughts actively. Likewise, leaving early will affect students' preparation for the next day. Please be punctual and complete every session.

Individual Participation:

A fundamental skill for any businessperson is conveying ideas clearly and organized. Hence, class participation is a fundamental expectation. Valued contributions include discussing underexplored topics, sharing various analytical perspectives, commenting on relevant work experiences, and applying theories, frameworks, or models to solve problems. Peer feedback will enhance the quality of class interactions and is encouraged. If a participant is unprepared for a class discussion, they should inform the instructor at the beginning of the session.

Academic Integrity:

COTRUGLI Business School upholds and expects the highest standards of academic honesty, mirroring the integrity valued in the professional realm. Academic misconduct, such as sharing information about exams or presentations and copying others' work, will not be tolerated, especially during periods before and after the residency. While discussing individual assignments is encouraged, the final product should reflect an individual's effort. Participants are responsible for contacting the instructor if they have questions about maintaining appropriate ethical standards.

NOTE: The content of the syllabus **might be modified during the course** to better meet the needs and expectations of the participants. Complementary material will be distributed during the classes.

Professor's Profile



Sarah is a Faculty Member at Cotrugli Business School, Academic Director & Associate Faculty at Eller College of Management, University of Arizona and Founder & CEO at The Experience Accelerator, a training, coaching & education technology company. Thought partner to business leaders throughout EMEA, Sarah thrives on partnering with organisations to increase the “time to value” of their people strategies and developing the leaders they need to execute their FUTURE strategies flawlessly. Sarah brings extensive Western, Central and Eastern European, US, Middle Eastern and South-East Asian people development design, teaching and coaching experience. This international exposure, combined with her versatile style allows her to be effective in a wide range of learning contexts - from C suite dialogues in Muscat, General Managers in Moscow, high potential leader development in Budapest to front line leader training in Frankfurt. Sarah helps leaders improve their understanding of People Issues, helping them develop knowledge, skills and behaviours that help them develop their People Agendas (and the people impacted by them) in the best possible way. Her areas of expertise include Modernising your People Agenda, Change Leadership, Leading Effective Teams, Communicating with Influence, Innovation Hackathons and Strategic Leadership in Uncertain Times. Her clients have included Zurich Insurance Group, Ferring, Microsoft, Swisscom, DP World, Merck & Co, MOL Group, UBS Wealth Management, RasGas, the Govts of Oman, UAE, and Ras al Khaimah.

Her prior roles include Director General of Les Roches where she led a team of 450+ staff and programs for over 2000 students; Partner at Heidrick & Struggles’ (H&S) Leadership Development where she developed a breakthrough technology solution for assessing the potential of senior leaders; Executive Director at Thunderbird School of Global Management where she led a significant expansion of Thunderbird’s operations in Europe, Middle East and Africa (EMEA) and Managing Director at the Corporate Executive Board where she ran their EMEA Finance and Strategy Division. The common red thread to all these roles has been a business-oriented focus on results through people initiatives.

She received a BSc (Hons) from Aston University, Birmingham, and an International MBA with distinction from Thunderbird School of Global Management. Sarah is Master Certified in TAI High Impact Communications and is certified to deliver the Leadership Versatility Index, Hogan Suite, The Change Style Indicator and Hogan 360. She is currently pursuing a Certificate in Psychology for High Performance Sports at Barca Innovation Hub, the educational arm of Barcelona FC.