

29 April 2003,
London

10 June 2003,
Brussels



Value-Based HR Masterclass 2003

A Blueprint for The New Generation of Human Capital Management

29 April 2003, Harrington Hall, London
10 June 2003, The Hilton, Brussels

"The value based master class gave a very detailed examination of the ways in which the HR paradigm can be viewed from the perspective of adding business value. Senior HR professionals can expect these insights to provide an invaluable repository of knowledge that will add to their effectiveness in the workplace."

(Martin Reddington, MR Associates - VB-HR Masterclass attendee)

Despite great strides over the past decade, there is still too much evidence that HR remains anchored in its personnel administration box. The debate as to whether or not this is by choice or by design is largely irrelevant. The real issue is the measurement of HR's value contribution, or rather lack of, which continues to undermine the HR function. Value based-HR (VB-HR) fuses value-based management principles with HR best practice to provide a framework for advancement.

HR has a choice. Get smart or get cut. It's that simple.



Nicholas J Higgins

This one-day Masterclass will provide both an understanding of Value-based HR and the practical steps to implementation. In particular, Nick will encourage you to examine and question:

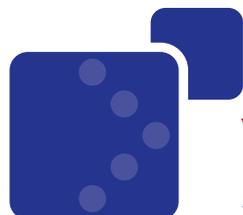
- ✓ The existing wisdom of certain HR practices
- ✓ What do we understand by the term 'human capital'?
- ✓ The transition from 'personnel' to HR to Human capital management
- ✓ Current HR scorecard design
- ✓ How do you measure the value contribution of HR to the business?
- ✓ How do we establish measurement as a core HR discipline and instil a business unit mindset within HR?
- ✓ How VB-HR value models will affect traditional HR methods such as job and competency evaluation, reward design management, performance management, and training and development

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Telling stories, using anecdotes: the role of narrative in organisations

'Nearly every function of this department can be performed more expertly, for less, by others. Chances are its leaders are unable to describe their contribution to value-added except in trendy, un-quantifiable, and wannabe terms. I am describing, of course, your human resources department, and I have a modest proposal: why not blow the sucker up? I mean abolish it. Rub it out; eliminate, toss, obliterate, nuke it; give it the old heave-ho, force it to walk the plank, turn it into road kill. Why not?'

TAKING ON THE LAST BUREAUCRACY, Thomas A. Stewart, Fortune, author of 'Intellectual Capital' & 'The Wealth of Knowledge'

In this Masterclass you will engage and interact with one of the leading pioneers of Value-based HR.

Nicholas J Higgins invites you to jump on-board the 'New Generation' train: a journey of innovation mixed with reality.

The story so far

HR is once more poised at an evolutionary phase in its contribution to the business world. The last evolution saw the emergence of 'human resources', from its limited 'personnel' origin. However, in many instances the change has merely been in name only and the domain of many HR functions still remains at the 'personnel' level.

Recent research has highlighted that HR remains as far away from measuring its value contribution to the business as ever, despite recent introductions such as HR scorecards.

VB-HR fuses value-based management with 'best-practice' human resource management to provide methodologies and frameworks to measure HR: HR Function value, HR Architecture value and Human capital value.

For the first time, it will be possible to present HR (as we know it) in a complete business context rather than as a disparate set of qualitative judgments derived from ill-defined expectations which result in HR not receiving the credit it deserves. However, this requires a step-change in current thinking.

This VB-HR Masterclass provides HR executives with tools and techniques to evaluate the impact of HR practices and human capital together with an evolutionary blueprint for human capital management.

About your masterclass leader:

Nicholas J Higgins is recognised as Europe's leading pioneer of 'Value-based HR'. He is an Associate Partner with Watson Wyatt in their Human Capital Practice based in London. He was formerly a Managing Consultant with Towers Perrin (European Strategy & Organisation Practice), and PriceWaterhouseCoopers (HR Advisory).

Nick has consulted to a number of top global companies, including AstraZeneca, Barclays, BASF, BOC, Euroclear, ExxonMobil, LloydsTSB, Oracle, Shell and Sony as well as a number of UK public sector organisations. Implemented projects have ranged from HR Strategy, HR Shared Services, Organisation Design, Rewards and Human Capital Management through to Value Based Management and Customer Management.

He has presented at a number of conferences and authored a number of articles and white papers. He is currently authoring two publications 'Value-based HR' and 'Organisational Architecture', whilst undertaking further research in the field of human capital and intangibles measurement.

Nick has an MSc in Finance from the London Business School and an MBA and Diploma in Management from the Open Business School. He is a Chartered Manager by profession (MCMI) and a former Investor In People Practitioner. His earlier career saw successful line and HR management roles in financial services.

Why should you attend the Value Based HR Masterclass 2003?

- To be one of the select groups of executives to experience VB-HR
- To gain an understanding of the tools and techniques of VB-HR and how to apply them
- To experience first-hand thought-leadership in the field of HR/HC

Who should attend the Value Based HR Masterclass 2003?

- HR Directors
- VPs, Executives and Professionals
- CFOs and COOs looking to enhance HR capability and value to their organisation

Nicholas J Higgins will deliver a full, fun packed schedule designed for participant interaction, with a range of exercises and activities to maximise learning.

The content of the day is broken down into two halves, *Understanding* and *Actioning*, The content of these 'bite-size' sessions are outlined below:

Understanding

Session One

- A review of the current economic environment
- A look at recent market research in the HR domain
- An appreciation of HR: where does it stand and what is its value proposition to business?

Session Two - part I

- An introduction to the concept of Value-based HR
- A base outline as to why VB-HR is different?
- A review of the VB-HR Framework
- The potential real benefits of Value-based HR

Session Two - part II

- An introduction to the product-service concept and its application to HR
- Developing a picture of client expectations
- Developing a model of HR delivery and mapping capability
- Developing a new product mentality to the HR team

Session Two - part III: 'Firestarter' session

- A 'zero-based' questioning approach of the HR domain to challenge the existing HR paradigm

Session Three - part I

- Defining the value of HR: an explanation of the triple axis
- Constructing a benchmark: building models from the ground-up
- Introducing first generation HC value models
- Introducing the VB-HR Scorecard

Actioning

Session Three - part II

- Developing an 'end-state' picture of the Value-based HR function
- Mapping the current state and environment
- Fusing the requirements of short and long term states
- Choosing where to start: incremental or big bang?

Session Four

- Mapping the journey from 'current-state' to desired 'end-state'
- Prioritising, implementing and planning defined actions
- Dealing with logjams
- Anticipating potential barriers

Session Five

- Designing a view of future hybrid states of HR
- Assessing the impact of future HR designs on the present

Closing Plenary

- An interactive session to review the content of the day, arising questions, issues and actions
- Agreed follow-up activity

Value Based HR Masterclass 2003 Schedule

8:30	Registration
09:00	Introductory session Overview of day's proceedings and delegate expectations
09:15	Session one Review of the current state of play
10:15	Morning break
10:30	Session two – part I Value-based HR
11:30	Session two – part II HR delivery
12:30	Session two – part III 'Firestarter' session An interactive debate
13:00	Lunch Networking
13:45	Session three – part I HR value measurement
14:30	Session three – part II Defining the end state: getting from here to there
15:15	Afternoon
15:30	Session four Mapping the journey
16:15	Session five A glimpse of the future
17:00	Closing Interactive question and answers
17:30	End of masterclass Further networking

**Value based HR Masterclass 2003****A Blueprint for The New Generation of Human Capital Management**PLEASE COMPLETE
IN BLOCK CAPITALS

Delegate 1

Delegate 2

Delegate 3

Name**Job Title****Organisation****Address****Postcode****Phone****Fax****E-mail****Signature**

I have read and accepted the booking conditions

Please note: payment must be received in full prior to the event to guarantee your place

One day masterclass 29 April 2003, London**One day masterclass 10 June 2003, Brussels**

- One day masterclass – London £695 + VAT /€1,050 + Vat**
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- One day masterclass - Brussels £695 + VAT / €1,050 + VAT**
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**Card number**

Expiry date

Cardholder's name

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 Payment enclosed (Cheques should be made payable to Ark Group Ltd) **Please invoice me****Booking conditions**

- Bookings can be submitted at any stage prior to the event, subject to availability. A limited allocation is being held and booking early is therefore recommended. In the event of the booking not being accepted by Ark Group the total amount will be refunded.
- Payment must be received in full prior to the course.
- All speakers are correct at the time of printing, but are subject to variation without notice.
- If the delegate cancels after the booking has been accepted, the delegate will be liable to the following cancellation charges:
 - Cancellations notified over 45 days prior to the event will not incur a cancellation fee.
 - In the event of a cancellation being between 45 and 30 days prior to the event, a 20% cancellation fee will be charged.
 - For cancellations received less than 30 days prior to the event, the full delegate rate must be paid and no refunds will be available.
- All bookings submitted by e-mail, fax, or over the telephone are subject to these booking conditions.
- All cancellations must be received in writing.
- Ark Group will not be held liable for circumstances beyond their control which lead to the cancellation or variation of the programme.
- All bookings, whether UK or overseas will be charged UK VAT at the prevailing rate at the time of booking.

We occasionally allow reputable companies to mail details of products we feel may be of interest. If you do not wish to receive this service, please tick this box **Your ref:**

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Venue and accommodation

Value-based HR Masterclass 2003 are taking place in centrally located venues in each city. Preferential rates have been arranged for delegates at the relevant hotel for masterclass attendees and are available up to four weeks prior to each event.

HARRINGTON HALL HOTEL LONDON

5-25 Harrington Gardens,
London SW7 4JW,
England, United Kingdom.

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List of Ark Group related events

Shared Services and Business Process Outsourcing
(SBPOA) European Networking Event for HR
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20-21 May 2003, Brussels

Please contact ebirch@ark-group.com

Tel: +44 (0)20 8785 5916 for more information

PLEASE NOTE

arkgroup cannot be responsible for assisting potential delegates in obtaining visas to the country in which this event is being held. Delegates are responsible for their own travel, accommodation and visa requirements.