Linking HR Strategy to Business Strategy
Optimizing the Impact of HR Practices on Business Results
Queen’s IRC evidence-based and practitioner-centered programs give HR business professionals the skills they need to lead change in an evolving global economy.
A company’s human talent provides an unrivalled competitive advantage in today’s global environment. To optimize that unique ability, human resource professionals must design and foster an employee culture that directly aligns HR practices with organizational goals and actively contributes to the bottom line.

The Linking HR Strategy to Business Strategy program complements our Advanced HR program, augmenting the core competencies of HR professionals with business acumen and skills that will both engage senior teams and earn executive-level sponsorship and support.

Transforming Knowledge into Action

You’ll learn how to:

- Create HR strategies that directly impact your organization’s revenue streams and cost management initiatives
- Support your organization’s risk management strategy by identifying and motivating top talent and high performing teams
- Speak the “language of business” and develop practices that produce specific and sustainable financial results
- Develop innovative programs and processes that earn the endorsement and sponsorship of senior business-line executives
- Optimize HR strategies and practices to create a positive employee culture that’s focused on and ready to contribute to organizational goals

HR Practices that Speak Business

This program promises to deliver:

- Key HR practices that align with and contribute to successful business strategies
- Greater knowledge of key issues and decisions that drive successful initiatives
- Tools and resources to design, articulate, implement and measure the impact of successful HR solutions
- Effective collaboration between HR professionals and senior team leaders
- A motivated and talented team working together to build competitive advantage and business success

Essentials

3 Days

Date & Location
May 29-31, 2018: Calgary  Mar. 5-7, 2019: Ottawa
Oct. 2-4, 2018: Vancouver

Please refer to our website, irc.queensu.ca for the latest information on venues.

Fee: $3,595

Who Should Attend
HR professionals in the private and public sectors with five to ten years of experience in the HR field and a good working knowledge of primary HR disciplines

Takeaway Tools
- Relevant questions and business analysis tools to engage business leaders
Learn. Design.
Implement.

**Linking HR Strategy to Business Strategy** gives HR professionals the deeper knowledge required to connect HR practices and programs to organizational success:

a) **Understanding Business Strategy**
You’ll enhance your knowledge of key business drivers and core elements of business models that impact business results. We’ll discuss market segmentation, product and service design, and how organizations create value. We’ll also explain the dynamic interplay between revenues, costs and risk, and demonstrate how strong HR practices contribute to profitability.

b) **Mapping a Strategy**
Learn how to create a well-designed and professionally executed HR strategy using key elements and best practices that ensure alignment with business goals. We’ll discuss how various stakeholder perspectives impact your plan and work with you to develop a strong framework that directly applies to your work environment.

c) **Practices that Drive Results**
HR disciplines can impact business strategy, but your leadership is crucial to success. We’ll show you how to leverage your training, development and performance management programs for organizational success, and how to fully engage your talent to keep them focused on business goals. You’ll also learn how to assess customer satisfaction and measure the effectiveness of your programs in relation to business goals.

d) **Let’s Talk Business**
You’ll need to learn the language of numbers to successfully communicate and contribute to strategic discussions within your organization. We’ll show you how to design and measure programs that build loyalty and deliver value, and how to develop tactical approaches to partnerships that maximize your efforts.

**Learning Beyond the Classroom**

Our learning programs are focused on your growth:

- Opportunities to network with high-level colleagues from across the country
- Coaching from internationally-renowned facilitators with real-world experience
- Skills and strategies that directly apply to work environments
- Experience-based programming to test theories and ideas
- Mentoring beyond classroom sessions
Facilitators and Speakers

Jim Harrison (Lead Facilitator)
Jim is an international consultant focused on relationship management, senior level strategy, and business development skills for large organizations.

He has a background in financial services and professional writing, and has more than 18 years experience in consulting, training, and development. He teaches in North America, Europe, the U.K., Australia, and Asia, and has facilitated training programs for Manulife, Clarica, Deutsche Bank, HSBC, and Bank of Nova Scotia. He designed and delivered a sales and negotiating program for Group Insurance Representatives that supported significant increases in business for a major group life insurance supplier.

In recent years, Jim has focused predominantly on helping senior sales executives understand, plan for, and build trusted advisor relationships with senior business executives.

Jim received his B.Sc. in Finance from Florida State University and Masters Degree in English from University of California, Irvine.

Paul Juniper
Paul Juniper (MA, Geography (York); CHRL, CPHR, SPHR, SHRM-SCP, Honourary Life Member, HRPA) became the sixth Director of the Queen’s University Industrial Relations Centre (Queen’s IRC) in 2006. Paul is a leading and respected figure in Canada’s HR community, with over 30 years of experience in human resources and association leadership.

Paul is particularly sought for his views on the future of the human resources profession. He speaks regularly at conferences on trends in human resources, and the ways in which individuals and their organizations can continue to raise the bar on HR. Paul developed and designed the Queen’s IRC Advanced HR Certificate to meet the increasingly complex professional development needs of HR practitioners. He teaches on Queen’s IRC’s Strategic Workforce Planning, Linking HR Strategy to Business Strategy, Building Trust in the Workplace and HR Metrics and Analytics programs. His research focuses on the state of the HR profession both in Canada and around the globe.

Paul is past member of the Advisory Board for the Banff Centre for Leadership and the Agnes Etherington Art Centre Advisory Board. Throughout his distinguished career, Paul has served as Vice-President of Human Resources for national and international companies, and also managed a Toronto-based consultancy, focusing on strategic planning and recruitment. Paul was an interim CEO of the Human Resources Professionals Association of Ontario (now known as HRPA), President of its Board, and was instrumental in the adoption of a degree requirement for certification in human resources. He is a former member of the Board of Directors of the Canadian Council of HR Associations, and sat on its Independent Board of Examiners for many years. In addition, he has taught in both college and university environments.

The roster of speakers may change. We will do our best to keep you informed of program changes.
Registration Kiosk

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We offer four easy ways to register:
Web: Complete the online form at: irc.queensu.ca
Telephone: Reserve by calling toll-free: 1-888-858-7838
Fax: (613) 533-6812
E-mail: irc@queensu.ca

Confirmation and information on program location, check-in time, and agenda will follow.

Registration and Fees
Program fees include tuition, workbook materials, lunches, and some dinners. For all programs, payment in full is required one month before the program begins.

Register 60 days prior to a program and save $300 on the tuition of four- and five-day programs, and $150 on two- and three-day programs.

Register three people from the same organization in the same program at the same time, and receive a 10% discount on program fees. Register five or more people in the same program at the same time, and receive a 20% discount.

If you know you will be pursuing a Queen’s Certificate and would like to remit tuition in one payment before your first program, we offer a special fee with a considerable saving. Contact our Program Administration office for details.

Note: Only one discount may be applied.

Cancellation Policy
Substitutions are permitted with no penalty 8 days or more from the program start date.
Substitutions 7 days or less before the program start date will be subject to a $500 charge.
Transfers and cancellations are permitted with no penalty up to 15 days prior to the program start date.
Transfers and cancellations 14 days or less from the program start date will be subject to a 100% charge of the program fee.

Location and Accommodation
Please refer to our website, irc.queensu.ca, for the latest information on venues.