Linking HR Strategy to Business Strategy
Optimizing the Impact of HR Practices on Business Results
**Why Choose Queen’s IRC?**

Queen’s IRC focuses on developing and delivering human resources, labour relations, and organizational development programs for busy practitioners.

**Get the Queen’s IRC advantage:**

- 80 years of evidence-based training
- Custom solutions delivered across Canada
- Coaching from industry leaders with real-world experience
- Practical simulations and tools that apply to your work environment
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.

Learning Outcomes

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 executives
■ Optimize HR strategies and practices to create a positive employee culture that’s focused on and ready to contribute to organizational goals

Organizational Benefits

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 / 3 Credits

Date & Location

Mar. 5-7, 2019: Ottawa
Oct. 8-10, 2019: Toronto
Feb. 25-27, 2020: Toronto

Fee: $3,795

Who Should Attend

HR professionals in the private and public sectors with 5-10 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 HR teams business leaders
■ Case studies, exercises and business analysis frameworks that can be used in your environment with your HR teams to transfer the concepts and learning into your organization.
■ Updated reading list for reference (post workshop)

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

Call toll-free: 1-888-858-7838
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 – and HR Professionals – create value. We’ll also explain the dynamic interplay between revenues, costs and risk, and demonstrate how strong HR practices contribute to profitability.

b) **Linking to Strategy**
You will learn how to connect HR practices and your current HR Strategy to your organization’s business goals and objectives. We’ll discuss how various stakeholder perspectives impact your plan and work with you to develop a strong framework of recommendations and actions that directly apply to your work environment.

c) **Practices and Teams that Drive Results**
HR disciplines can impact business strategy, but your leadership is crucial to success. We’ll show you how to leverage training, development and performance management programs for organizational success, and how to fully engage your HR teams to keep them focused on 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 deliver business value to your organization through periods of ongoing change.

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**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 Guest Speakers

Jim Harrison (Lead Facilitator)
Jim Harrison is an international consultant and facilitator focused on strategy, sales and talent management for mid-sized to large organizations, including government, public service and healthcare organizations.

Jim started his career in financial services, working as a money trader for RBC/Dominion Securities. He has over 30 years’ experience in consulting, training, and executive coaching. He works with clients in North and South America, Europe, Australia, and Asia, and regularly facilitates strategy and training sessions for such well-known companies as IBM, Accenture, PwC, KPMG, Deloitte, Fuji, AGFA, TD Bank, AT&T, Deutsche Bank, and HSBC.
https://irc.queensu.ca/facilitators/jim-harrison

Paul Juniper (Lead Facilitator)
Paul Juniper (MA, Geography (York); Honourary Life Member, HRPA) was the sixth Director of the Queen’s University Industrial Relations Centre (Queen’s IRC), serving in that role from 2006 to 2018. 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.
https://irc.queensu.ca/facilitators/paul-juniper

Guest Speaker
For each program we invite a current Senior HR Executive to share the practices of their organization and participate in a group discussion to address specific challenges and HR career opportunities. Past companies that have provided executives for this exchange include, WestJet, Canadian Tire, IPEX, Tim Horton’s and Encana.

The roster of guest 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.