Why Choose Queen’s IRC?

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

- 85 years of evidence-based and practitioner-focused training
- In-person, virtual and custom programs available
- Coaching from industry leaders with real-world experience
- Certificate-based programs in HR, LR and OD
- Practical simulations and tools that apply to your work environment
Working in Human Resources within our transformational world requires building a professional toolkit that contains responsive skills, clear perspectives, and deep patience. Indeed, Human Resources has never played as critical and impactful a role as it currently does. With this heightened importance, now is the time to deepen your theoretical knowledge, enhance your leadership confidence, and establish a deeper and more strategic approach to your practice. Through interactive activities, case studies, group discussion and exploration of current theory, this program is designed to equip you to succeed in your own organizational and business context. In addition to providing new skills and perspectives, the program will help you build a plan that strategically – rather than reactively – addresses your organization’s people, talent, and culture needs.

Learning Objectives

- Gain an understanding of HR and its role in building sustainable organizational capabilities
- Develop easy-to-integrate insights that will help you understand the larger business forces and forge key partnerships
- Develop a deeper understanding of your identity as a strategic HR leader
- Craft an HR vision statement that supports your organization and aligns with your organization’s mission and vision
- Begin to build an HR plan to maximize your organizational success

Organizational Benefits

- Tools and skills to support the organization in building a strong HR plan that aligns with the organizational outcomes
- Improved comprehensive and strategic approach to HR to address current and real challenges that are emerging in the organization
- Frameworks to identify and measure how HR impacts business and organizational success

Takeaway Tools

- Evaluative tools to identify specific dimensions of your organization’s HR practices that can be enhanced to drive results
- A workbook within which you will build a concrete plan for enhancing HR capability
- Activities, exercises and assessments to help you meaningfully identify and leverage leadership strengths
- Tools to create an HR mission statement that effectively guides departmental strategy and HR communications
- Templates for reflecting, measuring and developing a deeper HR strategy and initiatives that are responsive to your business context
Program Overview

Our module-by-module overview introduces the topics that will be explored in depth over the course of the program.

**MODULE 1**

**Defining HR and Examining Models:**

*Exploring Theory in Support of Great HR Practice*

- Explore definitions of human resources and how it has evolved over time
- Appreciate the utility of using an HR model to guide your practice
- Shift perspectives and broaden the view of human resources in supporting organizational success
- Examine current HR trends and emerging issues

**MODULE 2**

**Business Results and Organizational Success:**

*Making the Purpose of Human Resources Powerful and Real*

- Explore David Ulrich’s work *HR from the Outside In*, to identify and understand how HR enhances business capabilities
- Identify approaches that support HR in impacting business and organizational success
- Explore the connection between HR success and impactful customer experiences
- Identify how to contextualize HR risks and mitigate related risks to business success

**MODULE 3**

**Key Competencies for Successful HR Practice:**

*How to Build Impactful and Purposeful Human Resource Practices*

- Use the HR model as a guide to explore 5 key competencies that contribute to effectiveness in leading and approaching human resources
- Identify how advancing human capability helps to accelerate your business. Explore related strategies
- Examine the role that fostering collaboration plays in supporting organizational success
- Identify related complex issues

**MODULE 4**

**Human Capability – A Deeper Dive:**

*Unleashing Individual and Organizational Talent*

- Explore the three components of human capability – talent, organization, and leadership – and understand how together they influence the success of human resource practices
- Identify and apply examples from your own organization to deepen understanding and purpose
- Examine related research and emerging challenges
Fostering Collaboration: Working Together to Maximize Success

- Identify the power of collaboration in maximizing organizational success
- Define the notions of diversity, inclusion and belonging, to understand their connections to organizational success
- Identify and reflect on values and how they impact your leadership approach and professional experiences
- Explore other strategies to foster collaboration as a leader

The Role of the HR Department: Building and Inspiring a Team

- Examine your HR leadership approach against a variety of perspectives and models
- Conduct a self-assessment of your leadership style and reflect on how this impacts your practice
- Identify strategies to motivate and inspire others you work with and align the human resource mission to the organizational mission
- Create your own HR mission statement to guide and enrich practice and direction

HR Visioning and Systems Thinking: Bringing the Pieces Together to Build the Complete HR Puzzle

- Explore different perspectives of your own HR practice and HR department to identify the broader organizational systems
- Define your “HR Boundaries”
- Create a comprehensive plan on how the parts of the models we have explored work together to move your organizational success forward
- Reflect on your learning and celebrate!
Facilitators and Speakers

Janet Stewart (Lead Facilitator)
Janet is an accomplished human resource leader with a deep understanding of both theory and practice. Her passion for strengthening human resource practices is informed by her experiences working in diverse human resource and labour relations roles – at both managerial and C-suite levels – within large, politically complex organizations. In her consulting practice, Janet works with organizations across Canada to help them augment performance by addressing gaps in human resource policies, procedures and structures. As a mediator and certified organizational coach, she also supports teams to enhance trust, improve communication and minimize interpersonal conflict.

Janet is particularly passionate about supporting organizations in their efforts to build diverse workforces and deepen respectful and inclusive workplace cultures. In this regard, she actively works with organizations to formally assess workplace dynamics, design improvement plans and implement strategies to address barriers to workplace equity, diversity and inclusion.

In addition to having a master’s degree in Adult Education, Janet holds a post-graduate Certificate in Organizational Coaching from the University of British Columbia, a Certificate in Organizational Development from Queen’s IRC, and a Certificate in Conflict Resolution from the Justice Institute of BC. She also completed the mediation program at the Harvard Law School Negotiation Institute. Janet is a Professional Certified Coach (International Coaching Federation), a Qualified Mediator (ADR Institute of Canada), a Certified Professional in Human Resources (BC & Yukon) and is PROSCI® change-management certified. She is a regular contributor to publications on topics related to human resource leadership.

Wylie Burke (Speaker)
Wylie is an innovation consultant, facilitator, and leadership coach. She has over 15 years of experience in business administration, human resources, strategic and operational planning, and leading high performing teams. She brings a unique perspective to her work, having had the pleasure of working for a diverse range of organizations including United Way Toronto, CIBC, SickKids, WSIB, and Toronto Metropolitan University.

Having led large-scale merger and integration initiatives, cultural transformation, and change strategies, she is recognized for taking a people-centred and creative approach to her work and is inspired by helping people and organizations realize potential and reach new heights.

As a sought-after coach, consultant, and facilitator, Wylie is recognized for creating inclusive environments that inspire insights, connection, fun, and shared learning, that result in personal and organizational integration. She thinks of her work as community building and recognizes that there is never a one-size-fits-all approach. It’s about learning and applying concepts in an adaptive way that brings about sustainable change, taking into account the dynamic, unique, and varied needs of individuals and organizations while also nurturing a shared understanding and appreciation of differences.

Wylie is passionate about her work with clients in reimagining the overarching HR function, turning it from a process heavy one into a strategically designed talent hub. Employing a design thinking methodology, Wylie helps to evolve talent models, programs, and strategies into innovative, agile, flexible, relevant assets that connect talent decisions to value-creating outcomes.

Wylie holds an MBA from Queen’s University, an Honours Degree in Sociology from York University, and she is an Adler Trained Coach.

The roster of facilitators and speakers may change. We will do our best to keep you informed of program changes.
Building Better Leaders