5 CREDITS

Queen's University IRC industrial relations centre

Strategic Workplace Intelligence

Harnessing AI and HR analytics for the future of work

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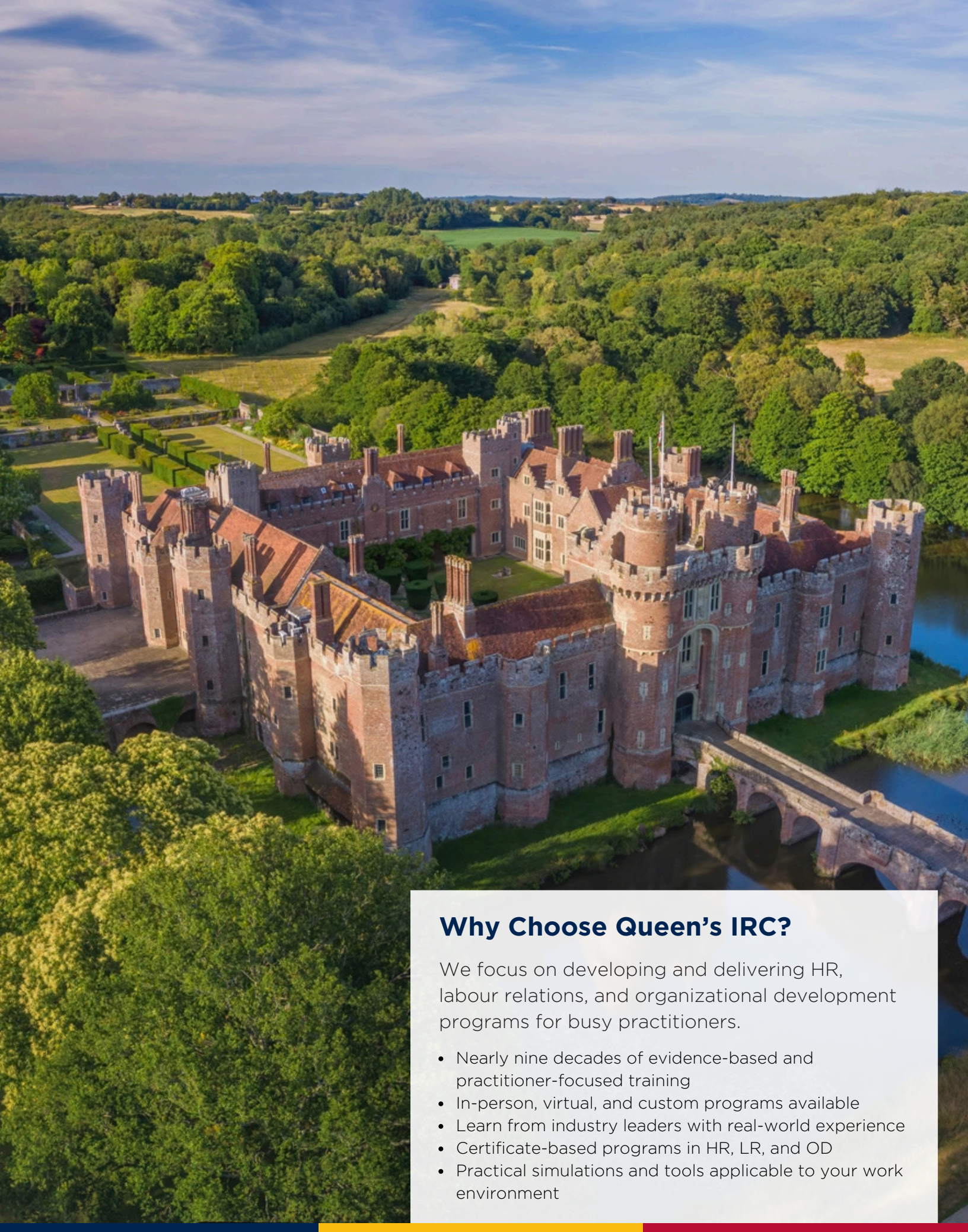

Why Choose Queen's IRC?

We focus on developing and delivering HR, labour relations, and organizational development programs for busy practitioners.

- Nearly nine decades of evidence-based and practitioner-focused training
- In-person, virtual, and custom programs available
- Learn from industry leaders with real-world experience
- Certificate-based programs in HR, LR, and OD
- Practical simulations and tools applicable to your work environment

Strategic Workplace Intelligence

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Harnessing AI and HR analytics for the future of work

Session Date: April 26-30, 2027 | Bader College, England | $8,950* CAD

**No tax will be charged on the registration fee for this program.*

HR leaders are being asked to do more than report what has already happened. They must understand why workforce trends are emerging, anticipate what may happen next, and use those insights to guide organizational decisions.

Strategic Workforce Intelligence brings together Queen's IRC's HR Metrics and Analytics and AI-Powered Workforce Planning programs in an immersive 5-day learning experience. Learn how to select and interpret meaningful workforce data, communicate the story behind the numbers, anticipate future talent and capability needs, and use AI-supported tools to strengthen workforce planning.

Through hands-on exercises, facilitated discussions, peer learning, and a live case study, you will see how people data can evolve into actionable workforce intelligence that informs organizational strategy, resource decisions, and future workforce plans.

Key Program Features

- An immersive five-day program focused on AI, people analytics, and strategic workforce planning
- Learn in a 15th-century castle, with six nights of accommodation on the historic Herstmonceux Castle Estate
- A live case study with a guest speaker from an organization in the U.K.
- Cultural and dining experiences, with most meals included
- Five credits that can be applied toward a Queen's IRC certificate - Earn your final five credits and graduate at the castle!

Takeaway Tools

Practical frameworks participants can take back will include, but are not limited to:

- 5-Step Right Metric Selection Framework: a practical method for moving from a business question to a focused, decision-relevant bundle of workforce metrics
- People Data Storytelling / SBARI Framework: a structured approach for translating workforce evidence into concise, executive-ready recommendations and action
- Decision Impact Scorecard & Benefit Realization approach: tools for assessing whether workforce insights actually influenced decisions and produced sustained organizational value
- Strategic Workforce Planning Framework
- AI-enabled scenario planning
- Workforce action planning

VIEW PROGRAM DETAILS ONLINE →

Program Overview

Day 1: Building a Foundation in People Metrics

Begin by examining the role people metrics play in organizational decision-making and effectiveness. Identify the workforce measures that matter most, consider how to use them strategically, and learn to communicate insights through effective storytelling and data visualization.

Topics include:

- Foundations of People Metrics
- Key People Metrics and Strategic Use
- Effective Storytelling and Data Visualization

Day 2: Forecasting, Decision Making, and the Live Case Study

Learn how historical and real-time information can help HR identify trends, anticipate emerging needs, and contribute to stronger organizational decisions. See these concepts brought to life through a live case study based on the workforce intelligence journey of a complex organization.

Topics include:

- Forecasting Trends and Driving Business Decisions
- Guest Speaker and Live Case Study
- Simple Principles of Data Diversity

Day 3: Evaluating Impact and Extending the Learning Experience

Complete the HR Metrics and Analytics component by considering how organizations can evaluate whether workforce insights influenced decisions and delivered sustained value. In the afternoon, step outside the classroom for cultural experiences and afternoon tea at Bader College.

Topics include:

- Evaluating the Success of HR Metrics
- Cultural Experiences and Afternoon Tea

Day 4: Workforce Planning, Talent Intelligence, and AI

Shift from understanding the current workforce to translating organizational strategy into future workforce requirements. Connect strategic priorities with the capabilities and skills the organization will need, then apply a practical workforce planning framework to align, analyze, and forecast.

Topics include:

- Workforce Planning 101
- Talent Intelligence: From Strategy to Capabilities to Skills
- The Strategic Workforce Planning Framework: Align, Analyze, Forecast

Day 5: Building and Governing the Workforce Plan

Bring the week together by examining succession, talent pipelines, and workforce continuity before translating the week's insights into an actionable plan. Leave with a practical and repeatable approach that can be applied within your organization.

Topics include:

- Succession, Talent Pipelines, Workforce Continuity
- From Insight to Action: Build Your Plan

Participant Benefits

By completing this program, participants will:

- Build confidence and capability in people analytics, including selecting, interpreting and interrogating workforce metrics
- Strengthen their strategic influence by learning to turn complex people data into compelling, executive-ready stories and recommendations
- Develop practical foresight skills, using workforce trends and multiple sources of evidence to identify risks, opportunities and potential future needs
- Build confidence leading strategic workforce initiatives
- Strengthen your ability to anticipate workforce risks and opportunities
- Leave with a practical, repeatable approach you can immediately apply within your own organization

Who Should Attend

- HR Leaders and Business Partners
- Workforce Planners and Analysts
- Consultants and Strategists
- Executives and Department Heads
- Talent Management Professionals

Organizational Benefits

By supporting employees, organizations will:

- Strengthen evidence-informed workforce decision-making by connecting people insights directly to organizational strategy, priorities, and operational challenges
- Identify emerging workforce risks and opportunities earlier, enabling more proactive workforce planning and resource decisions
- Demonstrate and evaluate HR's organizational impact by linking people decisions to outcomes, including service, performance, cost, capability, and risk
- Build a more agile, future-ready workforce aligned with changing business priorities
- Improve workforce investment decisions by integrating talent, technology, data, and financial considerations
- Reduce critical workforce risks related to skills gaps, capacity constraints, succession, and talent supply

The historic Herstmonceux Castle Estate (one of Britain's earliest brick-built castles). These photos capture the beautiful grounds and one of the castle's intricate, hand carved staircase.

Facilitation Team

Lola Obomighie
Facilitator

Lola is a healthcare executive and Certified Human Resources Executive (CHRE) with the HRPA. With over 20 years of international leadership experience across healthcare, higher education, and the public and not-for-profit sectors in England and Canada, she currently serves as Vice President, People, Culture & Organizational Effectiveness at a regional healthcare setting.

A strategic and values-driven leader, Lola is recognized for advancing workforce transformation, organizational effectiveness, and equity, diversity and inclusion. With a collaborative leadership style and systems-thinking approach, she champions people-centred cultures that support engagement, well-being, and sustainable performance. She is passionate about using HR metrics and evidence-informed decision-making to align people strategies with organizational priorities and long-term sustainability.

Lola holds a BSc (Hons) in Economics and Statistics, an MSc in Human Resources Management, and an Executive MBA from the University of Toronto's Rotman School of Management. She is also a Certified Health Executive (CHE), Certified Associate in Project Management (CAPM), and Chartered Member of the Chartered Institute of Personnel and Development (CIPD), UK.

Beyond her executive role and her role with Queen's IRC, Lola regularly contributes as a keynote speaker and panellist, and is passionate about volunteering and community leadership. Since 2022, she has served on the Board of Governors of an independent private school.

In 2025, Lola was recognized as one of Canada's Top 100 Black Women to Watch by Canada International Black Women Excellence for her leadership, impact, and commitment to advancing equity, diversity, and inclusion. She was also named one of Canada's Top Women in the HR Industry, Elite Women 2025 by HRD Canada in recognition of her strategic leadership, innovation, and contributions to inclusive workplace cultures and the HR profession.

IRC programs Lola teaches include:
- Aligning HR and Business Strategy
- HR Metrics and Analytics

Wylie Burke
Facilitator

Wylie is an executive advisor, educator, facilitator and leadership coach who helps organizations solve complex business and workforce challenges. She works with executive teams to align their strategy, structure, and capabilities so they can thrive in a rapidly changing world of work.

A systems thinker with a strong ability to recognize patterns, Wylie helps leaders distinguish symptoms from root causes and identify high-impact changes. She brings together business acumen, organizational expertise and skilled facilitation and coaching to guide executive teams through the strategic and interpersonal complexities of transformation; building trust, working through hard conversations, and developing the shared accountability required to make difficult decisions and lead change.

Wylie's work focuses on organizational design, strategic workforce planning, capability planning, talent strategy and the future of work. With more than 20 years of experience across the corporate, public, healthcare, education and not-for-profit sectors, she has led large-scale merger and integration initiatives, organizational transformations, culture strategies, and strategic and operational planning. Wylie's experience includes work with CIBC, SickKids, WSIB, Toronto Metropolitan University, and United Way Toronto.

Wylie is an Adjunct Professor in Employment Relations Studies at Queen's University. She also teaches professional programs through the Queen's IRC and serves as a leadership coach with the University of Toronto's Centre for Learning and Leadership. Wylie holds an Executive MBA from Queen's University, an Honours Bachelor of Arts in Sociology from York University, and is an Adler-trained professional coach. She is trained in Crucial Conversations, Leading at the Speed of Trust, and EQ 2.0.

IRC programs Wylie teaches include:
- AI-Powered Workforce Planning
- Managing Workplace Conflicts
- Talent Management

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