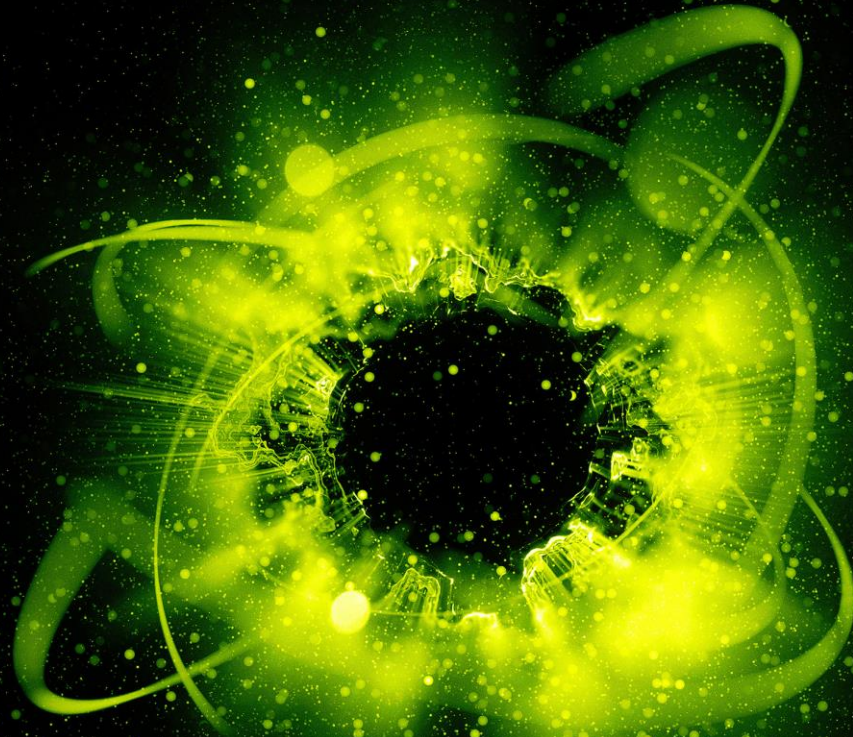


Deloitte.



HR of the Future

Starts 21 Jan 2022

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Developing the HR leaders of tomorrow

Human Resource professionals have a difficult job. They are agents of the organisation, managing a significantly expensive asset, while also doubling as advocates for employees.

As the HR function evolves to become a key partner of the business in the achievement of the organizational vision, the role of the HR professional becomes pivotal. However, striking the right balance between what the business needs and doing the right thing for employees is no easy task.

The HR of the Future Program aims to build capability (both technical and behavioural) in the organization's HR professionals, to pave the way for a world-class approach to delivering talent services.

The program will enable professionals to multiply their power – to create a positive impact on organizational productivity by designing solutions that directly address the needs of the business.

The program also enables participants to build personal credibility in the organization, to evolve into trusted advisors for their respective verticals.

The program is a critical stepping stone in the journey of HR professionals looking to create a lasting impact on the organization.

Who is this program for?

This program is ideally suited for HR professionals who aspire to take on leadership positions in the function, or whose role requires them to influence strategy, or align HR operations to the business strategy. Prior experience of at least 5 years in the HR function, in any area of work, is recommended.



Program Features

Building the capabilities needed to meet the business and people demands of tomorrow

- The HR of the Future program is a **6-week journey**. It aims to engage the participants with a mix of on-the-job learning, virtual instructor-led sessions, and individualized assignments
- With a curriculum spanning over **70 hours**, this is a learning-intensive program which places an equal emphasis on both, academic rigour as well as performance on the job
- With a roster of speakers, facilitators, and subject matter experts from Deloitte across the HR fraternity, the program is a prime opportunity for participants to get a taste of the **latest thinking** and **best practices** in the industry



BUILD SOUND FUNDAMENTALS

Build a solid theoretical base by gaining a strong understanding of fundamental concepts across a diverse range of topics, including the talent lifecycle, business economics and statistics



EMPLOY PEOPLE-CENTRIC DESIGN

Learn how to design solutions to HR challenges, while keeping the needs of the individual (i.e., the employee) at the centre



DEVELOP A DATA-DRIVEN APPROACH

Employ logical thinking and leverage data to identify root causes, create compelling narratives and design solutions that solve for pressing business problems



BECOME A TRUSTED PARTNER OF THE BUSINESS

Build capabilities to understand the needs of the business (stated and unstated!), and design HR strategies that align to these needs

Program Features

Promoting learning that is challenging, timely and relevant

Content rooted in practical application, with helpful guides and templates shared for future use at work

Opportunities to apply learnings on the job, via post-lab work

Combines classroom and experiential learning; mix of individual and group activities

Completely virtual delivery

Certificate provided upon program completion



Program Curriculum

A combination of education, experience and exposure

The HR of the Future Program aims to develop HR professionals so that they continue to deliver on both business and employee expectations, also enabling them to leverage technology, aiding them to contribute to strategic decision-making within the organization.

The various modules in the program are accompanied by rigorous pre-work. The pre-work “activates” the participants’ thinking, with exercises geared towards introducing concepts and frameworks. The labs themselves are designed to be highly interactive. Delivered virtually, they will include a healthy mix of theory, real-world challenges, practical application and case studies to present an outside-in view. The participants will also receive newsletters/“learning bites” which will contain additional resources and industry insights from the topics covered in the labs.

OVERVIEW OF LEARNING MODULES

FOUNDATIONAL MODULES

An overview of, concepts and frameworks that form the building blocks for understanding the business, and making sense of data.

3 MODULES:

- *Talent Acquisition & Onboarding*
- *Reinventing Performance Management*
- *Organizational Design & Workforce Planning*

THE HR STRATEGIST

Build technical expertise across the most critical elements of the talent lifecycle, to design HR solutions that balance business needs with employee experience.

2 MODULES:

- *Change Management*
- *Critical Thinking*

THE BUSINESS PARTNER

Develop behavioural and cognitive capabilities that enhance one’s thinking styles and executive presence, to create a lasting impact in stakeholder interactions.

3 MODULES:

- *HR Budgeting*
- *Communicating with confidence and Influencing without authority*
- *Exponential HR Business Partnering*

THE FUTURE-READY PROFESSIONAL

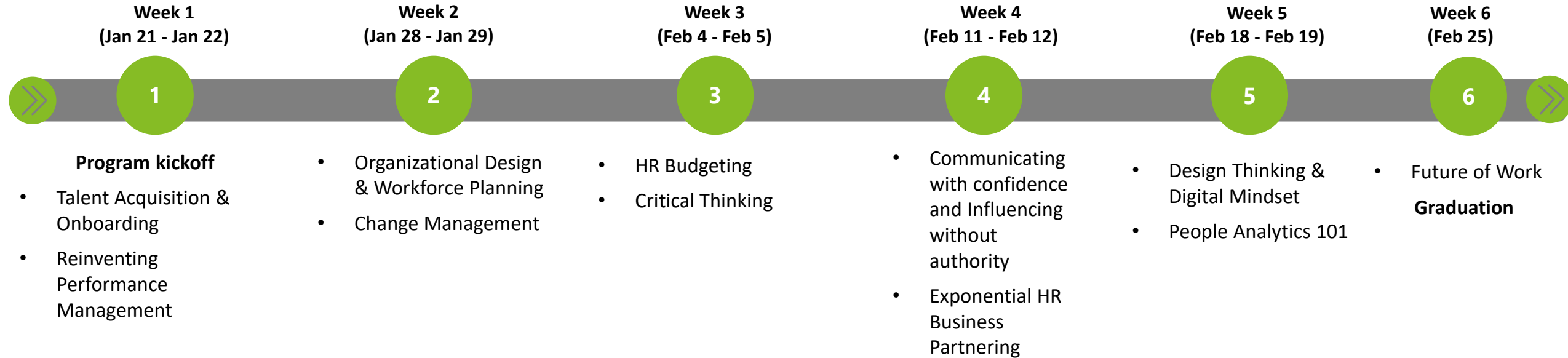
Stay continuously updated on the latest trends and best practices in HR, within and beyond one’s industry.

3 MODULES

- *Design Thinking & Digital Mindset*
- *People Analytics 101*
- *Future of Work*



Snapshot of the journey



NOTE:

- Each module will be of approximately **6 hours duration**
- Delivered virtually, **2 module will be deployed over 2 days**, 1 per day, to avoid learner fatigue
- **Pre-work** will be given for each module earlier in the week
- **Post – lab work and/or quick reference guides and additional reading material** will be shared as “learning bites” to help with learning application
- All participants will be provided with a **Deloitte completion certificate** at the end of the program.

Program Curriculum: A Detailed Look

A closer look at the modules and associated learning outcomes

WEEK 1

Talent acquisition and onboarding

DAY	TIMING	DESCRIPTION	KEY TOPICS COVERED	LEARNING OUTCOMES
FRIDAY Jan 21	10am – 4:30pm (Lunch from 12pm – 12:30pm)	Organizations need a strategic approach to managing their talent supply for today's ultra-fast, competitive job market. They need to engage with job seekers in real time, foster communities of prospective employees, continuously refine sourcing strategies and take critical decisions on when to buy, build or borrow talent.	<ul style="list-style-type: none"> Hiring strategy aligned to business Designing assessment centres for hiring Advanced interviewing skills Social recruiting Process design for candidate experience 	Based on the talent philosophy at your organization, build skills needed to successfully identify and hire the right talent for the growth of the business

Reinventing Performance Management (PM)

DAY	TIMING	DESCRIPTION	KEY TOPICS COVERED	LEARNING OUTCOMES
SATURDAY Jan 22	10am – 4:30pm (Lunch from 12pm – 12:30pm)	With an increased focus on regular and real-time data collection from both, employees and their managers, it's becoming necessary for Performance Management (PM) professionals to stay on top of trends in PM and developments in HR technology to ensure their organization's performance PM process is relevant and current to the business	<ul style="list-style-type: none"> Business-aligned PM strategy Approaches to PM Goal setting Agile performance review Measuring & rewarding performance Leveraging technology to drive performance Creating a sustainable high-performance culture 	Facilitate the performance management initiatives at your organization, leveraging analytics where possible

WEEK 2

Organizational Design (OD) and Workforce Planning

DAY	TIMING	DESCRIPTION	KEY TOPICS COVERED	LEARNING OUTCOMES
FRIDAY Jan 28	10am – 4:30pm (Lunch from 12pm – 12:30pm)	The purpose of this course is to equip participants to successfully leverage the power of adaptable and networked teams resting on an agile platform, to ensure the organization is secure and structured appropriately to thrive in a continuously changing world.	<ul style="list-style-type: none"> Fundamentals of operating model and OD Linking OD to talent & strategy Design principles Building an adaptable organization Driving workforce efficiencies through OD and Strategic workforce planning 	Use organization design principles to build an efficient, scalable and adaptable organization

Program Curriculum: A Detailed Look

A closer look at the modules and associated learning outcomes

Change Management

DAY	TIMING	DESCRIPTION	KEY TOPICS COVERED	LEARNING OUTCOMES
SATURDAY Jan 29	10am – 4:30pm (Lunch from 12pm – 12:30pm)	In the midst of transformation efforts, change management professionals are increasingly required to provide both, the technical know-how and the social support, to managers and front-line teams, as these groups learn and adopt new lean practices. Change management professionals also use their knowledge and contacts to detect and diffuse issues that might otherwise threaten to derail transformation efforts.	<ul style="list-style-type: none"> • Fundamentals of communication & change management • Project management skills • Problem solving and conflict management • Emotional management of self and others 	Plan and lead communication and change management initiatives, taking into account the nature of the transformation and the types of stakeholders involved

WEEK 3

HR Budgeting

DAY	TIMING	DESCRIPTION	KEY TOPICS COVERED	LEARNING OUTCOMES
FRIDAY Feb 4	10am – 4:30pm (Lunch from 12pm – 12:30pm)	Learn skills needed to fully understand the costs involved with HR that allow you to present a realistic case to management. Learn how to prepare, monitor and control the HR budget and, most importantly, understand the link between organizational finance and HR budgets	<ul style="list-style-type: none"> • Fundamentals of budgeting and the budgeting process • Linkage to business objectives and HR strategy • Incremental vs zero based budgeting • Breaking down cost centres, sub-department budgets and capex budgets 	Define the components of an HR budget and assist in the development of a budget

Critical Thinking

DAY	TIMING	DESCRIPTION	KEY TOPICS COVERED	LEARNING OUTCOMES
SATURDAY Feb 5	10am – 4:30pm (Lunch from 12pm – 12:30pm)	In an age where we are faced with overwhelming amounts of data and inputs from all sides, HR professionals need critical thinking. Approaching situations in a structured manner, sifting through the “noise” and arriving at quick and actionable decisions will serve professionals well when they need to design solutions to workplace challenges	<ul style="list-style-type: none"> • Ways to define a problem and creating problem statements • Leveraging thinking frameworks to arrive at the root cause: SCQR, SWOT, Issue Tree, Fishbone etc. • How to make better, more informed decisions 	Apply critical thinking frameworks to solve for everyday challenges at the workplace

Program Curriculum: A Detailed Look

A closer look at the modules and associated learning outcomes

WEEK 4

Communicate with confidence & influence without authority

DAY	TIMING	DESCRIPTION	KEY TOPICS COVERED	LEARNING OUTCOMES
FRIDAY Feb 11	10am – 4:30pm (Lunch from 12pm – 12:30pm)	The role of an HR professional is a delicate balance between the need of the employee and the need of the business. Getting buy-in for one's agenda requires nuance. Understanding what makes one's stakeholders "tick", and communicating one's position in a manner that grabs their attention, becomes an essential skill	<ul style="list-style-type: none">• Creating impact through communication• Selecting appropriate communication styles• Types of influencing styles• Adapting influencing techniques to suit the interest and needs of the audience	Identify key stakeholders in one's network and influence appropriately to win buy-in

Exponential HR Business Partnering

DAY	TIMING	DESCRIPTION	KEY TOPICS COVERED	LEARNING OUTCOMES
SATURDAY Dec 12	10am – 4:30pm (Lunch from 12pm – 12:30pm)	The HRBP of today is no longer just about providing operational support to the business, but a strategic partner. With this evolution in the role comes new expectations: Practitioners need to acquire competencies like business acumen and strategic thinking, as well as a greater comfort in leveraging data and technology to take better decisions	<ul style="list-style-type: none">• Aligning HR strategy to business strategy• What the customer (business) wants• Building trust and credibility• Building relationships with stakeholders• Business partner as a coach	Building the skills to become a trusted partner to the business

WEEK 5

Design Thinking

DAY	TIMING	DESCRIPTION	KEY TOPICS COVERED	LEARNING OUTCOMES
FRIDAY Feb 18	10am – 4:30pm (Lunch from 12pm – 12:30pm)	Design thinking is the approach to designing solutions that keep the "person" at the centre. It allows HR to design solutions that treat the employee experience as paramount. This course will dive into the methodology of design thinking the frameworks used and the application of design thinking in the world of digital solutions	<ul style="list-style-type: none">• Principles of design thinking• The design thinking process• Personas and customer journeys• Rapid Prototyping• Building a digital value proposition	Design solutions keeping the end customer (the employee) in mind. Adopting a digital mindset to utilize technology as a strategic enabler and not an operational

Program Curriculum: A Detailed Look

A closer look at the modules and associated learning outcomes

People Analytics 101

DAY	TIMING	DESCRIPTION	KEY TOPICS COVERED	LEARNING OUTCOMES
SATURDAY Feb 19	10am – 4:30pm (Lunch from 12pm – 12:30pm)	Driven by the widespread adoption of cloud HR systems, organizations are investing heavily in programs to use data for all aspects of workforce planning, talent management, and operational improvement; but how does one take advantage of this data to arrive at actionable insights? This course is a primer for professionals on making the most of analytics in HR	<ul style="list-style-type: none">• Fundamentals of analytics• Dashboards and Data visualization• Leveraging HR analytics for business transformation	Identify opportunities to apply people analytics to solve business problems

WEEK 6

Future of Work

DAY	TIMING	DESCRIPTION	KEY TOPICS COVERED	LEARNING OUTCOMES
FRIDAY Feb 25	10am – 4:30pm (Lunch from 12pm – 12:30pm)	The world is changing, and so too is the workplace, the workforce and work itself. Deloitte has studied the Future of Work (FoW) extensively. This course is an overview of FoW trends that could impact the organization, what organizations need to do to adapt to these disruptions	<ul style="list-style-type: none">• Trends in FoW (Work, Workforce and Workplace)• Key drivers and disruptors influencing change in work	Define trends in future of work that could impact the workforce, workplace and work itself

GRADUATION

Commercials: The program is priced at a flat fee of INR 99,000 per participant (excluding taxes).

The Deloitte Advantage

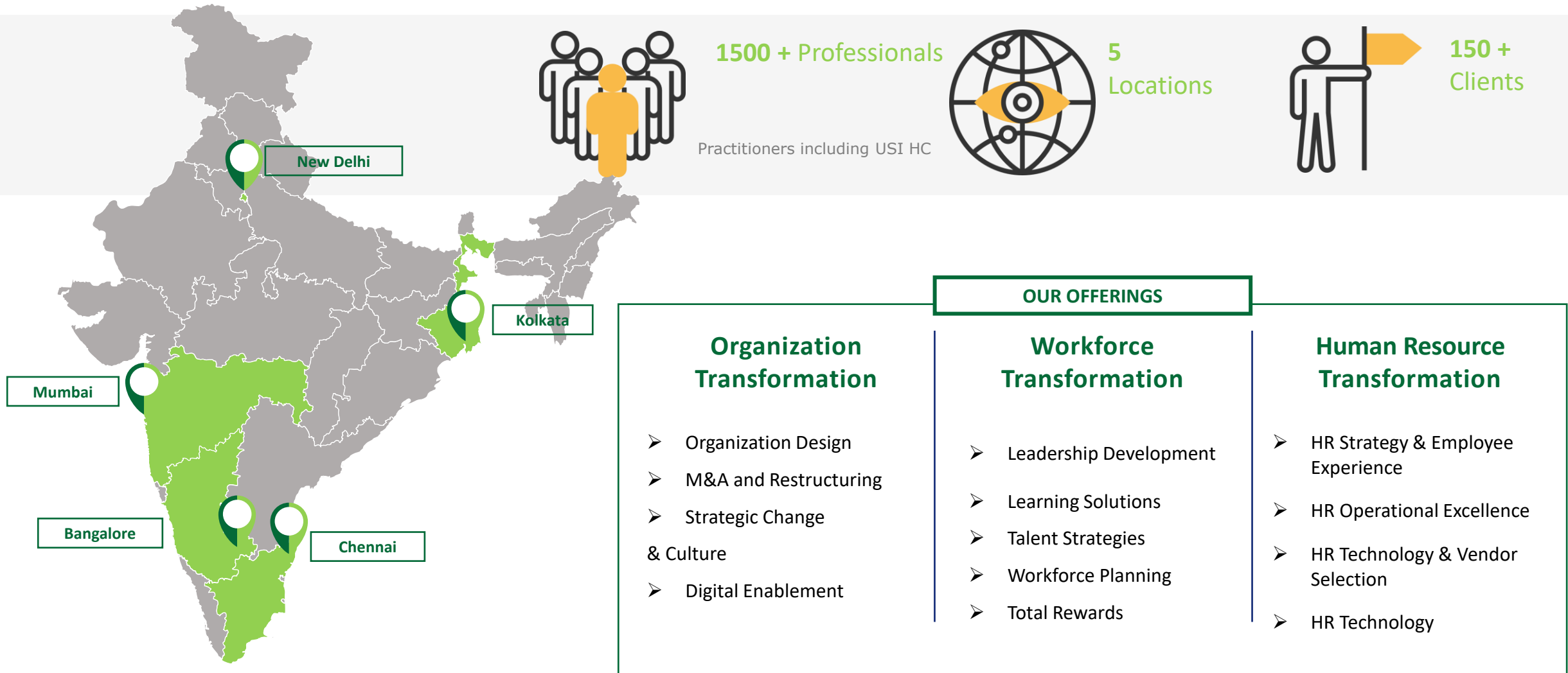
The world's largest Human Capital consulting firm

- Leverage research, analytics, and industry insights to design and execute HR, talent, leadership, organization, rewards and change programs that enable business performance through people performance
- Serve over 100 clients in India, across diverse industries
- Consistently recognized as a global leader in leadership development consulting
- At the forefront of thought leadership, via:
 - Bersin by Deloitte, the research-driven, business-based approach to solving HR challenges
 - Annual flagship studies of Global Human Capital Trends and Future of Work
 - Strategic alliances with multiple educational and research bodies across the world, including Singularity University and MIT Sloan Management Review



Deloitte in India : Human Capital Practice

We have a multi-disciplinary practice that focuses on Organization, Workforce and Human Resource Transformation. Our practice is based out of all the key Indian metros cities.



Deloitte Global : Human Capital Practice

We are the largest Human Capital practice globally with **\$2.7B in global revenue** and with **11,115 professionals** with deep expertise in **21 industry sectors**

Our services

Organization Transformation

Deloitte's OT services offers business-oriented and data-driven solutions to drive the transformation agenda to achieve high impact, sustainable results.

HR Transformation

Deloitte's HR Transformation services drive business value through strategy, the cloud, employee engagement tools, advanced workforce planning & analytics.

Workforce Transformation

Our Workforce Transformation services help you reimagine your talent management strategies across leadership, learning, performance management, rewards etc.

Human Capital as a Service

Provide access to Human Capital insights, experts and innovative technology solutions through Research & Sensing (previously known as Bersin by Deloitte)

Our thought leadership



Global Human Capital Trends 2021: The social enterprise in a world disrupted



The High-Impact HR Operating Model: Familiar. Sustainable. Revolutionary



Unlocking the flexible organization: Organizational design for an uncertain future



Future of Work: Increasing Organizational Resilience in the face of COVID-19

Our Accolades

- Undisputed global leader in Employee Experience consulting (ALM, 2017)
- Global leader in Communications and Change Management Consulting (ALM, 2018)
- Global leader in HR Operations Consulting (ALM, 2019 and 2018)
- Undisputed leader in Digital HR Transformation (ALM, 2017)

Contacts



Pratik Mehta

Partner

pratikm@deloitte.com

+91-9867188680

Nikhil Kolar

Director

nkolar@deloitte.com

+91-9930175323

Paras Agrawal

Manager

parasagrawal@deloitte.com

+91-9711441883

Hemant Rana

Consultant

hemrana@deloitte.com

+91-9971444647



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