



Smurfit Executive Development

UCD Michael Smurfit Graduate Business School

THE FUTURE OF HR: ADAPTING FOR STRATEGIC IMPACT



EXECUTIVE
EDUCATION
2025 RANKING

1

IN IRELAND
FOR OPEN ENROLMENT

47

GLOBALLY
FOR OPEN ENROLMENT

56

GLOBALLY
FOR CUSTOM PROGRAMMES

COURSE OVERVIEW

In a landscape where so much is written about the Future of Work (FOW) and HR's evolving role, it's easy for leaders to feel overwhelmed by competing perspectives. At the core, we believe HR must rise as a strategic asset, driving organisational agility, capability, and human experience.

Today's challenges demand an HR function that is proactive and adaptive. Yet, traditional HR models, often developed over two decades ago, no longer align with the demands of the New World of Work. Instead, HR frequently finds itself burdened by siloed operations, manual processes, and a myriad of disjointed projects. To truly unlock HR's potential, a holistic reframing is essential—one that redefines HR's purpose, capabilities, delivery, and impact across the organisation.

This is a cutting-edge development programme tailored for HR and HR transformation leaders. It is built to accelerate HR's evolution into a high-impact, value-driving function. This evidence-based program provides participants with both updated theories and practical, actionable tools.

Throughout the programme, participants engage in designing and implementing strategies, adopting new technologies, and aligning projects directly with their organisational goals. Learning is not confined to theory; rather, participants actively apply insights, transforming their HR functions while they learn and grow.

By the programme's end, HR leaders will be equipped not only to meet but to anticipate the challenges of the future, ensuring their HR functions are agile, impactful, and instrumental in driving organisational success.

WHO IS IT FOR?

This programme is designed for HR professionals ready to take on a transformative role, guiding their organisations through the evolving world of work by modernizing HR's strategic vision, operational model, and impact on the business. Participants need to have at least 5 years in a HR leadership position and/or leading complex organisational change, strategy and projects.

HR Leaders and Executives

- Chief Human Resource Officers (CHROs) and HR Directors who are shaping HR strategy and looking to elevate HR's role as a strategic partner to the C-suite and board.
- Senior HR Leaders overseeing talent management, organizational development, or employee experience, responsible for aligning HR functions with future-focused organisational objectives.
- Heads of HR Transformation and Digital HR:
- Leaders responsible for driving HR transformation, digital initiatives, and adoption of AI and analytics within the HR function.
- Those leading change management projects to ensure HR operates with agility and efficiency in the New World of Work.

Talent Management and Organisational Development Leaders

Talent and learning leaders looking to implement skills-based talent strategies and redesign development pathways aligned with future skills needs.

Strategic Business Partners and HR Business Partners (HRBPs)

HRBPs and other strategic HR roles looking to deepen their influence and impact across the organisation, helping business leaders drive meaningful transformation in their areas.

Emerging HR Leaders with Transformation Roles

Aspiring HR leaders in the early stages of transformation roles who seek to gain insights, strategies, and tools to drive future-fit HR initiatives and enhance their influence.

COURSE STRUCTURE

The programme is delivered over six months to ensure that you have time to practice new methods, embed mindsets, and experiment with new practices. Programme delivery consists of a number of highly dynamic and interactive learning and teaching methods including webinars, podcasts, case studies, real-life challenges and peer learning.

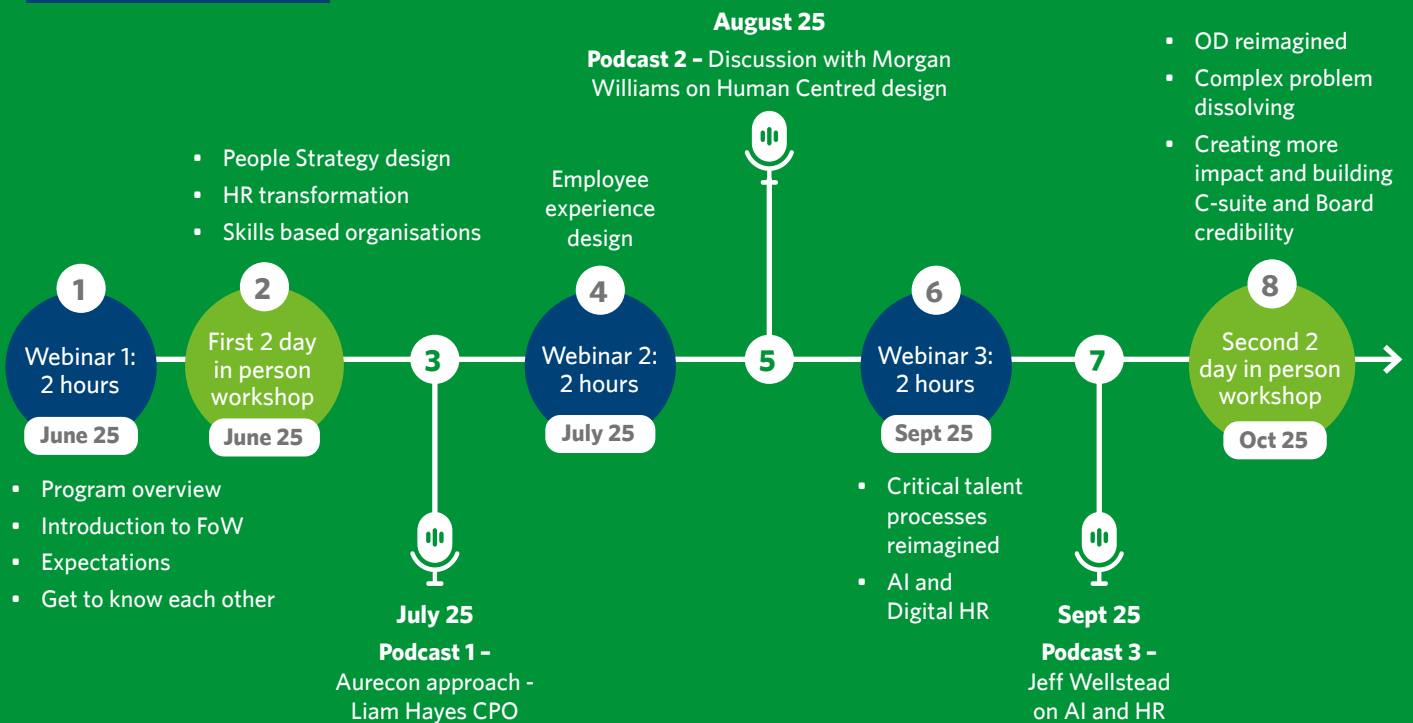
The programme includes two separate in-person workshops. These present opportunities for application of the learning to real organisational challenges, working collaboratively with your peers to challenge each other and co-create breakthrough solutions. During these workshops participants have the opportunity to work together on real world challenges.

Live virtual webinars are another key component of the programme featuring a combination of theory and interactive group breakout discussions and bespoke podcasts will be made accessible for self-paced learning in between the in-person and live virtual elements. To reinforce and embed the learning participants will receive a weekly learning nudge by email with bitesize learning including quizzes, video content and articles.

Over the course of the programme participants will experience:

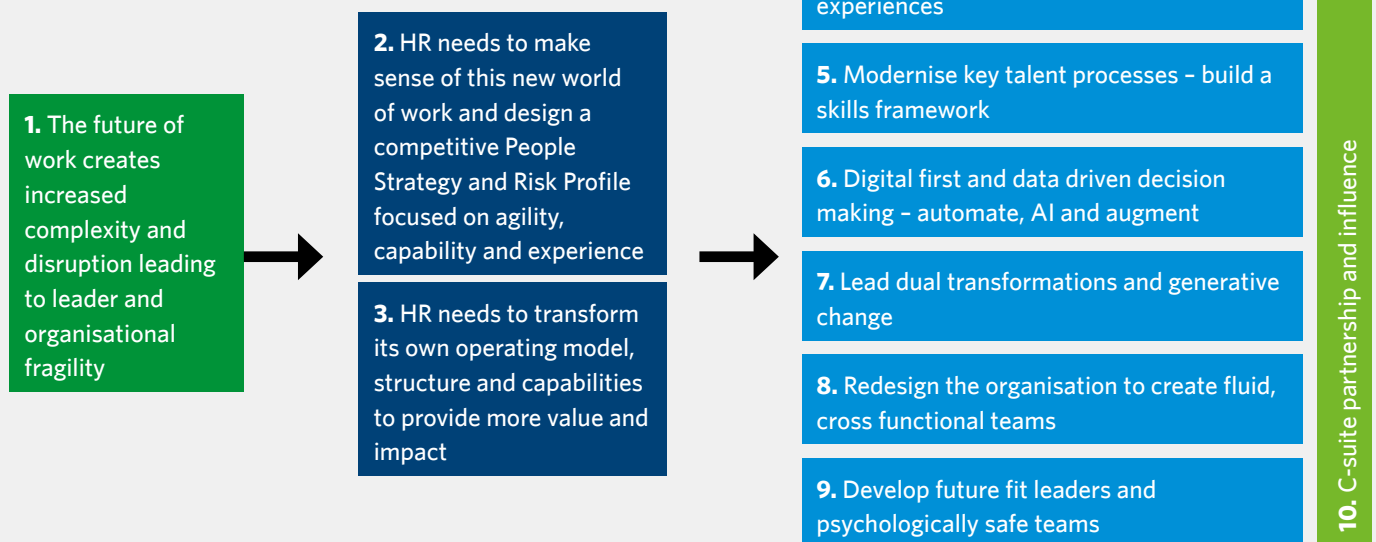
- 2 x 2 day in-person workshops
- 3 x 30 min podcasts
- 3 x 2-hour live webinars
- Pre and post work for each session
- Weekly learning nudges

LEARNING JOURNEY



CONTENT OVERVIEW

The programme content will address these 10 core elements of Adaptive HR



KEY BENEFITS

The programme enables HR executives to reinvent HR for complex, disruptive and ambiguous environments by:

- Demystifying the Future of Work
- Creating future fit people strategies
- Creating a Future Fit HR target operating and interaction model
- Understandings skills-based talent management
- Design exceptional employee experiences and people processes
- Understand digital HR, AI and people analytics
- Evolve OD and learn how to create a human centric organisation, leadership and culture
- Build credibility and impact with the C-suite and Board

MEET THE FACULTY



Dr. Marianne Roux

Marianne has over 30 years' global experience as a Management Consultant, HR Executive, Business School Professor and Board Director. She holds a PHD in Leadership from Swinburne University of Technology in Australia. She specialises in Future of Work Strategy and Leadership and HR fit for the future of work context.

Her industry experience includes Retail, FMCG, Mining, Oil and Gas, Public Sector, Utilities, Infrastructure, Media, Financial services, Telecommunications, Sport, NFP, Health and Pharmaceutical and Technology startups. She has lived in six countries.

Marianne has published books on *Leadership Fit for the Future of Work*, *Adaptive HR* and *Knowing Your Superpowers is the Key to Your Success in a Changing World*. She also hosts a podcast series called *Breakthrough*.

APPLICATION INFORMATION

Admissions Criteria

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All candidates must apply to ensure a qualified, executive-level cohort experience. This course is delivered virtually and in-person where you will engage with faculty and peers in an interactive, high-impact environment. Participants are typically divided into small breakout groups designed to foster a high level of trust between participants and faculty, thereby creating a powerful and enriching learning environment.

Tuition Fees

The fee of €4,500 or €4,050 (UCD Business Alumni Rate) is a comprehensive cost that includes your tuition, all course related materials as well as refreshments and meals during the residentials. Please note that fees must be paid in advance to secure a place. No VAT is charged.

Application Procedure

A completed application form and digital photograph are required. To apply for any of our short courses please email exec.dev@ucd.ie or contact a member of our team on +353 1 716 8889.

Certificate of Completion*

This course provides participants with a hard and soft copy of their "Certificate of Completion in The Future of HR: Adapting for Strategic Impact" awarded by UCD Smurfit Executive Development.

* Non accredited certification



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Please note that every effort has been made to ensure the information in this publication is correct. However, details may be subject to change without notice.