

HUMAN RESOURCES | COURSE BROCHURE

# Strategic HR for Executives

5 days | Classroom training | English

**SMART HORIZON**

info@smart-horizon.eu
Amsterdam
The Netherlands

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https://smart-horizon.eu



# Course content

## Why attend

People are central to every strategy, yet HR is often treated as an administrative function. This course helps executives and senior HR leaders align people strategy with business strategy: workforce capability, culture, leadership, organisation design, reward and HR operating models that support growth and transformation.

Strategies fail without the right people and culture. You will learn to make people strategy a driver of business performance.

## Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

## Course methodology

Executive case studies, strategy alignment workshops, HR operating model exercises and peer discussion.

## Course objectives

By the end of this course, participants will be able to:
• Link people strategy to business strategy
• Identify critical workforce capabilities
• Shape culture and leadership priorities
• Design effective HR operating models
• Use people data for strategic decisions
• Lead HR transformation

## Target audience

This course is suitable for:
• HR directors and CHROs
• Senior executives
• General managers
• HR business partner leaders
• Board members



# Course content

## Target competencies

Participants will develop competencies in:

- Strategic alignment
- Capability planning
- Culture leadership
- Operating model design
- People analytics

## Course outline

### Day 1: People and Strategy

| | |
|---|---|
| **09:00–10:08** | HR's strategic role |
| **10:08–11:00** | Strategy-to-people linkage |
| **11:00–11:30** | **Coffee break** |
| **11:30–11:45** | Strategy-to-people linkage (continued) |
| **11:45–12:53** | Case study |
| **12:53–14:00** | Exercise |

### Day 2: Capabilities and Workforce

| | |
|---|---|
| **09:00–10:08** | Critical capabilities |
| **10:08–11:00** | Build, buy, borrow |
| **11:00–11:30** | **Coffee break** |
| **11:30–11:45** | Build, buy, borrow (continued) |
| **11:45–12:53** | Workforce scenarios |
| **12:53–14:00** | Workshop |

### Day 3: Culture and Leadership

| | |
|---|---|
| **09:00–10:08** | Culture diagnosis |
| **10:08–11:00** | Leadership pipeline |
| **11:00–11:30** | **Coffee break** |



# Course content

| | |
|---|---|
| **11:30–11:45** | Leadership pipeline (continued) |
| **11:45–12:53** | Change |
| **12:53–14:00** | Exercise |

## Day 4: HR Operating Model

| | |
|---|---|
| **09:00–10:08** | Business partners, centres of expertise and services |
| **10:08–11:00** | Technology |
| **11:00–11:30** | **Coffee break** |
| **11:30–11:45** | Technology (continued) |
| **11:45–12:53** | Cost |
| **12:53–14:00** | Case study |

## Day 5: Leading HR Transformation

| | |
|---|---|
| **09:00–10:08** | Priorities |
| **10:08–11:00** | Metrics |
| **11:00–11:30** | **Coffee break** |
| **11:30–11:45** | Metrics (continued) |
| **11:45–12:53** | Stakeholders |
| **12:53–14:00** | Action plan |

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the sessions. They are indicative only and do not constitute a binding commitment.



# Course content

## Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

| Venue | Start date | End date | Fee (EUR) |
|---|---|---|---|
| Istanbul<br>Confirmed dates | 9 Nov 2026 | 13 Nov 2026 | **€2,650.-** |
| Online<br>Confirmed dates | 9 Nov 2026 | 13 Nov 2026 | **€1,250.-** |
| Cape Town<br>Confirmed dates | 30 Nov 2026 | 4 Dec 2026 | **€1,890.-** |
| Online<br>Confirmed dates | 30 Nov 2026 | 4 Dec 2026 | **€1,250.-** |
| Paris<br>Confirmed dates | 14 Dec 2026 | 18 Dec 2026 | **€2,860.-** |
| Online<br>Confirmed dates | 14 Dec 2026 | 18 Dec 2026 | **€1,250.-** |
| Amsterdam<br>Confirmed dates | 18 Jan 2027 | 22 Jan 2027 | **€2,540.-** |
| Online<br>Confirmed dates | 18 Jan 2027 | 22 Jan 2027 | **€1,250.-** |
| London<br>Confirmed dates | 8 Feb 2027 | 12 Feb 2027 | **€2,450.-** |



# Course content

## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (EUR) |
|---|---|---|---|
| Online<br>Confirmed dates | 8 Feb 2027 | 12 Feb 2027 | **€1,250.–** |
| Cape Town<br>Confirmed dates | 1 Mar 2027 | 5 Mar 2027 | **€1,890.–** |
| Online<br>Confirmed dates | 1 Mar 2027 | 5 Mar 2027 | **€1,250.–** |
| Frankfurt<br>Confirmed dates | 22 Mar 2027 | 26 Mar 2027 | **€2,650.–** |
| Online<br>Confirmed dates | 22 Mar 2027 | 26 Mar 2027 | **€1,250.–** |
| Rome<br>Confirmed dates | 5 Apr 2027 | 9 Apr 2027 | **€2,450.–** |
| Online<br>Confirmed dates | 5 Apr 2027 | 9 Apr 2027 | **€1,250.–** |
| Barcelona<br>Confirmed dates | 26 Apr 2027 | 30 Apr 2027 | **€2,840.–** |
| Online<br>Confirmed dates | 26 Apr 2027 | 30 Apr 2027 | **€1,250.–** |



# Course content

## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (EUR) |
|---|---|---|---|
| Rome<br>Confirmed dates | 17 May 2027 | 21 May 2027 | **€2,450.-** |
| Online<br>Confirmed dates | 17 May 2027 | 21 May 2027 | **€1,250.-** |
| Dubai<br>Confirmed dates | 7 Jun 2027 | 11 Jun 2027 | **€3,150.-** |
| Online<br>Confirmed dates | 7 Jun 2027 | 11 Jun 2027 | **€1,250.-** |
| Rome<br>Confirmed dates | 28 Jun 2027 | 2 Jul 2027 | **€2,450.-** |
| Online<br>Confirmed dates | 28 Jun 2027 | 2 Jul 2027 | **€1,250.-** |
| Dubai<br>Confirmed dates | 12 Jul 2027 | 16 Jul 2027 | **€3,150.-** |
| Online<br>Confirmed dates | 12 Jul 2027 | 16 Jul 2027 | **€1,250.-** |
| London<br>Confirmed dates | 2 Aug 2027 | 6 Aug 2027 | **€2,450.-** |



# Course content

## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (EUR) |
|---|---|---|---|
| Online<br>Confirmed dates | 2 Aug 2027 | 6 Aug 2027 | **€1,250.-** |
| Vienna<br>Confirmed dates | 23 Aug 2027 | 27 Aug 2027 | **€2,940.-** |
| Online<br>Confirmed dates | 23 Aug 2027 | 27 Aug 2027 | **€1,250.-** |
| Cape Town<br>Confirmed dates | 13 Sept 2027 | 17 Sept 2027 | **€1,890.-** |
| Online<br>Confirmed dates | 13 Sept 2027 | 17 Sept 2027 | **€1,250.-** |
| Kuala Lumpur<br>Confirmed dates | 4 Oct 2027 | 8 Oct 2027 | **€1,450.-** |
| Online<br>Confirmed dates | 4 Oct 2027 | 8 Oct 2027 | **€1,250.-** |
| Vienna<br>Confirmed dates | 18 Oct 2027 | 22 Oct 2027 | **€2,940.-** |
| Online<br>Confirmed dates | 18 Oct 2027 | 22 Oct 2027 | **€1,250.-** |



# Course content

## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (EUR) |
|---|---|---|---|
| Dubai<br>Confirmed dates | 8 Nov 2027 | 12 Nov 2027 | **€3,150.-** |
| Online<br>Confirmed dates | 8 Nov 2027 | 12 Nov 2027 | **€1,250.-** |
| Barcelona<br>Confirmed dates | 29 Nov 2027 | 3 Dec 2027 | **€2,840.-** |
| Online<br>Confirmed dates | 29 Nov 2027 | 3 Dec 2027 | **€1,250.-** |

## Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

## Contact Smart Horizon

info@smart-horizon.eu
Amsterdam
The Netherlands

View the latest course details online