Program Overview

Organizations around the globe are transforming their processes, technology, and people, and HR is at the heart of this transformation. Here at the Josh Bersin Academy each of our core Learning Programs is expertly designed to cover the most critical issues facing HR today. Learners are guided through each Program in teams of 30 to 50, collaborating with peers within our digital learning platform to tackle these top challenges. We’re constantly building new programs, features, and resources behind the scenes so that the Academy continues to evolve—just as our members do.

Learn as a team through guided programs

Each Program is made up of variety of Field Manuals which are guided learning paths each containing a variety of content and social exercises culminating in a mini-project, reflection, or debate. Each Field Manual will take you between 30-45 minutes to complete and you can learn at your own pace, as often as you’d like.

Build more collaborative, engaged, and productive HR teams

Each Academy Program is delivered through a cutting-edge digital learning platform [Nomadic Learning] that is mobile-first, designed for the digital learner, and built for collaboration across teams. You can either move through the Academy with fellow HR professionals from other organizations and geographical regions or adopt it as your own Academy, training your in-house HR team and customizing Programs as you please.
**Program Overview**

**People as Competitive Advantage**
If we don’t have the right people in the right roles with the right skills, our organizations will not survive in today’s fast-paced, highly competitive business environment. We must re-envision how we leverage our talent and our own roles.

**Performance Management Reimagined**
The way we evaluate and empower performance is drastically changing, and as HR professionals, we need to ensure our efforts are aligned with the networked, collaborative nature of work and make work easier, not harder.

**Wellbeing at Work**
Wellbeing programs shouldn’t be viewed as “nice-to-haves.” Designing and managing successful wellbeing programs has never been more important and the available tools to do so have never been more abundant—but navigating the landscape isn’t easy.

**The Agile Learning Organization**
Organizations are under constant pressure to grow in directions that are, at times, counterintuitive. The key to survival is the ability to constantly learn and grow—as individuals, teams, and industries.

**The HR Tech Workshop**
We cannot survive in today’s environment without a clear understanding of today’s technologies and the insights they provide. This workshop helps learners make sense of the crowded HR tech landscape so they can make better decisions.

**HR in the Age of AI**
For more than a decade, AI has been the future of HR. Now, the future has arrived. HR Teams that aren’t implementing AI or preparing their workforce to thrive in an AI-driven enterprise risk falling rapidly behind.

**Resilient HR**
Cultivating resilience is about adapting in moments of crisis while also learning and evolving. This Program looks at what we’ve learned from the global pandemic as well as other black swans and resilience-testing moments throughout history. It asks us to meaningfully reflect on what we have learned as individuals, teams, and organizations and to think carefully about the implications for HR professionals at every level.

**Coaching at Scale**
Long reserved for leadership and high potentials, coaching was almost exclusively conducted through in-person, one-on-one sessions. As it becomes democratized throughout the organization, coaching can have a huge impact on productivity, profit, and purpose all across at all levels.

**Strategic HR Business Partner**
As businesses adjust to the monumental shifts brought on by technology, HR Business Partners are now at the frontline of today’s talent strategy. They represent the fastest growing role in the profession and, in many organizations, the most pivotal.

**Voices, Values, and HR**
Organizations do not have values. People do. As the central hub for people, HR is bound to get involved in values conflicts when they arise. Our framework is not about persuading people to be more ethical, but assumes instead that most of us already want to act on our values and need to feel that we have a reasonable chance of doing so effectively and successfully.

**People Analytics**
Data is everywhere. As HR professionals, we need to both understand and harness it to improve outcomes for our organizations. This Program will prepare you and your team to get better data, find insights faster, and translate them into immediate and lasting business outcomes.

**Elevating Equity**
Elevating Equity isn’t a traditional diversity training program: this is a Program centered on effective actions that drive real, measurable change in your organization’s diversity, equity, and inclusion.

**HR Consultant Masterclass**
This Masterclass provides an advanced deep dive into consulting—with an HR frame. It follows a five-step approach to effective consulting that can be applied to both formal consulting projects and internal projects that require a consultative approach.

**Workplace Public Health**
Developed in partnership with Columbia University’s School of Public Health, workplace public health combines the science and policy of public health with the managerial, leadership, and communication skills necessary for impact in modern organizations.

**The Remote Work Bootcamp**
This Program will help your teams successfully adapt to the immediate logistical and routine challenges posed by going remote, while also teaching them to use technology and tools to develop the norms, rules, habits, and working relationships that enables a sustainable, productive, and enjoyable remote work culture for the long term.
People As Competitive Advantage

Discover how to build a people-centric organization that drives results

LEARNING TIME 4 – 5 hours  DURATION 5 weeks

This Program is all about people. How do we attract and retain the right people? How do we engage them? What does digital mean for our people, our customers, and the ways we work? How do we redesign our organizations to best leverage, empower, and inspire them? The People as Competitive Advantage Program explores these questions and asks how we can best transform ourselves and our organizations to put people first.

ACCESS GUIDED, COLLABORATIVE LEARNING THROUGH FIELD MANUALS

This Program is made up of five Field Manuals which are guided learning paths each containing a variety of content and social exercises culminating in a mini-project, reflection, or debate. Each Field Manual will take you between 30-45 minutes to complete.

FIELD MANUAL NO. 1: Strategic HR
Re-envision how your organization leverages talent and get access to tangible tools that will help ensure people are at the forefront of decision-making and your work is aligned to strategic business goals.

FIELD MANUAL NO. 2: The Employee Experience
Dive into what it’s really like to be an employee at your organization, analyzing how “moments that matter” and employee journeys can reshape employee interactions with HR and each other.

FIELD MANUAL NO. 3: The Digital Imperative
Explore how you can use technology to transform HR practices so they are “in the flow of work” and focused on strategic initiatives.

FIELD MANUAL NO. 4: The Agile Organization
Look at the Agile mindsets, workflows, and approaches that help individuals and organizations thrive in today’s dynamic, global, and crowded business landscape.

LEARN FROM TOP HR AND BUSINESS LEADERS FROM ACROSS THE GLOBE

FEATURED VOICES

Josh Bersin
Founder and Dean of the Academy

Jessica Yuen
People Strategies and Start-Up

Maarteen Van Beek
Director of HR for ING

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This Program shines a spotlight on two shifts we are seeing surrounding performance management and explores why these changes are so key to success in today’s organizations. It offers a historical context for performance management and a new framework for reimagining our approach. It offers insights into how all of these elements impact our organizational cultures; discusses what hurdles we may face, and inspires discussion around how we actually make these shifts. It asks us to look at our current performance management systems and identify areas that can (and must!) be improved and provides the space to do some reimagining.

**LEARNING TIME** 6 – 8 hours   **DURATION** 5 weeks

This Program is made up of five Field Manuals which are guided learning paths each containing a variety of content and social exercises culminating in a mini-project, reflection, or debate. Each Field Manual will take you between 30-45 minutes to complete.

**FIELD MANUAL NO. 1 Performance in Context**
Performance management has long been seen—as by both employees and organizations—as a dreaded must-have. But it doesn’t have to stay that way. This Field Manual explore the history of performance management and asks how we can update our practices so they align better with the mission, purpose, and strategy of our business.

**FIELD MANUAL NO. 2 Goal Setting & Alignment**
Goals are key to performance: they help us know where we’re going and, in the end, whether we’ve gotten there. To kick performance up to the highest levels, individual, team, and organizational goals need to all be in alignment. This Field Manual explores it all.

**FIELD MANUAL NO. 3 Continuous Feedback**
Feedback—both how we get it and how we give it—is changing at a lightning pace. This Field Manual dives into the nuances of how to do it well between both individuals and teams. It then moves out to look at the emergence of 360 degree feedback and how technology is enabling continuous feedback that can be integrated into the flow of work.

**FIELD MANUAL NO. 4 Performance Coaching**
One of the core ways we can enable better performance is by supporting employees at all levels. Coaching is a crucial piece of the support. It gives employees the insight and confidence they need to succeed—and helps coaches too. This Field Manual explores what it means to be a good coach, what that relationship looks like over time, and how it can improve performance across an organization.

**FIELD MANUAL NO. 5 Rewards, Recognition and Culture**
Performance Management isn’t an end unto itself. Ultimately, it’s about creating a healthy, thriving culture that drives your business forward. Rewards and recognition are a crucial piece of that performance management-to-culture journey. This Field Manual explores that connection.
Wellbeing At Work

Build a holistic wellbeing strategy that invests in the whole employee

LEARNING TIME 4 – 5 hours  DURATION 5 weeks

This Program, built in partnership with Virgin Pulse, explores Josh Bersin’s framework for building and sustaining comprehensive wellbeing initiatives—and how to ensure they are successful. Wellbeing at Work starts by dissecting the evolution of employee wellbeing and asks you to take a look at what is already happening at your organization. Then, it dives deeply into the key areas that make up a holistic wellbeing program: mental resilience, physical health and nutrition, financial fitness, and family and community. The Program features a collection of global stories that demonstrate how and why organizations across industries are shifting their thinking about the role they can and should play in employee wellbeing.

ACCESS GUIDED, COLLABORATIVE LEARNING THROUGH FIELD MANUALS

This Program is made up of five Field Manuals which are guided learning paths each containing a variety of content and social exercises culminating in a mini-project, reflection, or debate. Each Field Manual will take you between 30-45 minutes to complete.

FIELD MANUAL NO. 1  Wellbeing in Context
Wellbeing is not just a “nice to have” or “afterthought.” It is core to ensuring our employees can perform at their best—and stay motivated over the long haul. We must learn to prioritize wellbeing and foster organizations in which it can grow.

FIELD MANUAL NO. 2  Mental Resilience
This Field Manual focuses on the psychological elements of wellbeing. While everyone needs a healthy, clear mind to perform well at work, wellbeing is not just about reducing stress or coping with mental illness. Mental resilience efforts also help build employees’ feelings belonging, purpose, and happiness.

FIELD MANUAL NO. 3  Physical Wellbeing
When many of us think of wellbeing programs, we mostly think about perks aimed at keeping us well (and keeping company health insurance costs low). But, to stay competitive, we need to think outside the box about the kinds of physical wellness programs we offer and how employees access them.

FIELD MANUAL NO. 4  Financial Fitness
Recent studies have found that many employees, regardless of how much money they make, struggle with planning their financial lives. This can create stress, distraction, and dysfunction. This Field Manual discusses how thinking comprehensively about employee financial health is good for everyone’s bottom line.

FIELD MANUAL NO. 5  Family and Community
Our lives outside the boundaries of work affect what happens while we’re working. A strong wellbeing program takes this seriously and offers opportunities for employees to be the people they want to be outside of work, so they can be present while they’re at work. This Field Manual explores these interconnections and brings the Program to a close.

LEARN FROM TOP HR AND BUSINESS LEADERS FROM ACROSS THE GLOBE

FEATURED VOICES

Josh Bersin
Founder and Dean of the Academy

Dr. Rajiv Kumar
Chief Medical Officer and President of the Virgin Pulse Institute

Beatrice Botti
Attorney and Privacy Officer, Virgin Pulse Institute

Marin Hoffman
Vice President of Live Services,

Melissa Hungerford
Global HR leader

bersinacademy.com
The Agile Learning Organization

Reimagine the power and purpose of learning at your organization

LEARNING TIME 6 – 8 hours  DURATION 5 weeks

These are complex times to be in business. Organizations are under constant pressure to grow in directions that are, at times, counterintuitive: more agile, but also more globally aligned; more innovative, but still familiar to long-term customers. As learning and HR professionals, it is our job to help employees develop and master the skills that make this kind of growth possible. To meet this challenge, we can’t use old ways of thinking or traditional tools. This Program challenges us to think differently, to learn new approaches, and to reimagine the power and purpose of learning more broadly.

ACCESS GUIDED, COLLABORATIVE LEARNING THROUGH FIELD MANUALS
This Program is made up of five Field Manuals which are guided learning paths each containing a variety of content and social exercises culminating in a mini-project, reflection, or debate. Each Field Manual will take you between 30-45 minutes to complete.

FIELD MANUAL NO. 1 The New L&D
Learning has a crucial role to play in today’s rapidly changing business environment: helping employees engage with and own strategic changes happening within our organizations. This Field Manual looks at why this strategic shift in L&D is so crucial. It explores how learning can help solve business problems and affect culture. And it looks at the attributes of a modern, high-performance learning organization.

FIELD MANUAL NO. 2 Learning from Experience
We learn every day, whether we mean to or not. When we try new things—a new idea for a client proposal, a new way to organize email, or even a new restaurant—we learn from those experiences. This Field Manual explores how to transform everyday experiences into learning opportunities that can affect individuals, teams, and even entire organizations.

FIELD MANUAL NO. 3 Learning from Each Other
Learning from our own experience is powerful, but sometimes we need to learn from someone else’s experience, someone who is an expert at their craft. This Field Manual explores the ways we learn from one another, whether it’s in a formal relationship with a coach or mentor, or informally, by sharing knowledge among peers and colleagues.

FIELD MANUAL NO. 4 Learning by Design
"Design thinking" has taken the business world by storm, influencing sectors far beyond traditional design. As learning professionals, design thinking offers insights into how we can create learning experiences that are tailored to the needs of our “end users.” This Field Manual explores the connection between design thinking and learning design.

FIELD MANUAL NO. 5 Learning Continuously
To stay current and competitive in today’s business environment, learning can’t happen once or twice a year. This Field Manual explores how we can make learning continuous and how technologies aid us in this pursuit—now and in the future.

LEARN FROM TOP HR AND BUSINESS LEADERS FROM ACROSS THE GLOBE

FEATURED VOICES

Josh Bersin
Founder and Dean of the Academy

Matt Burr
CEO and Co-founder of Nomadic Learning

John Hunter
Creator of the World Peace Game

Robert Burnside
Former Chief Learning Officer, Ketchum

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The HR Tech Workshop

Become an expert at evaluating, implementing, and using HR technology

LEARNING TIME 5 – 6 hours  DURATION 5 weeks

This Program is for HR professionals who are responsible for designing, implementing, and transforming the HR Tech ecosystem in their organizations, either directly or indirectly. It introduces an iterative process for assessing, discovering, testing, scaling, and improving HR technology and asks you to go through that process as a team. You will identify a real business problem that HR tech can help to solve and will work together to start building a solution. Along the way, you’ll learn how Josh Bersin makes sense of the HR Tech landscape; how he evaluates vendors; the lessons he’s learned on how to best run pilots and other experiments; and how he recommends rolling out HR Tech solutions at scale.

ACCESS GUIDED, COLLABORATIVE LEARNING THROUGH FIELD MANUALS

This Program is made up of five Field Manuals which are guided learning paths each containing a variety of content and social exercises culminating in a mini-project, reflection, or debate. Each Field Manual will take you between 30-45 minutes to complete.

FIELD MANUAL NO. 1 Solving the Right Problems
What is HR technology and how can it help us solve real business problems? This Field Manual kicks off our workshop by diving into these questions.

FIELD MANUAL NO. 2 Evaluating Solutions
How to scan the internal landscape to understand employee experience and the external landscape to find, categorize, and select the right vendors.

FIELD MANUAL NO. 3 Designing Pilots
Using the principles of experimentation to test and evaluate solutions, in real-world conditions.

FIELD MANUAL NO. 4 Engaging Stakeholders
How to creatively bring stakeholder needs and perspectives into the process to ensure successful adoption.

FIELD MANUAL NO. 5 The RFP
Each participant will take a final quiz and write a draft introduction of a real RFP for the technology you focused on in your workshop. This will serve as the Final Exam for the Workshop.

LEARN FROM TOP HR AND BUSINESS LEADERS FROM ACROSS THE GLOBE

FEATURED VOICES

Josh Bersin
Founder and Dean of the Academy

Jill Larsen
CHRO & EVP, Medidata

Reza Moussavian
SVP Digital & Innovation (HR), Deutsche Telekom

Danielle Hammer
Chief People Officer, Metro Bank

Narelle Burke
Global Head of Talent and Leadership Development, Kantar

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HR in the Age of AI

Leverage AI to transform and prepare your organization for the future

LEARNING TIME 5 – 6 hours DURATION 5 weeks

For more than a decade, AI has been the future of HR. Now, the future has arrived. HR Teams that aren’t implementing AI or preparing their workforce to thrive in an AI-driven enterprise risk falling rapidly behind. HR in the Age of AI is a comprehensive program built in partnership with IBM to help HR organizations thrive in the world of AI. The Program looks at exactly what AI is and how the best HR teams can use AI to transform the way they work at three different levels: Across the enterprise, in the HR function itself, and at the level of individual skill development. Learners will finish the Program with executable ideas and a peer-tested plan for making those ideas real. The Program is relevant to learners of all technical skill levels and backgrounds and teams at any HR organization looking to thrive in the Age of AI.

ACCESS GUIDED, COLLABORATIVE LEARNING THROUGH FIELD MANUALS

This Program is made up of five Field Manuals which are guided learning paths each containing a variety of content and social exercises culminating in a mini-project, reflection, or debate. Each Field Manual will take you between 30-45 minutes to complete.

FIELD MANUAL NO. 1 Augmented Intelligence

AI is here to stay. But what is it and how is it being used today? What are its implications for how we work, think, and lead? This Field Manual explores these topics and sets the groundwork for the Program.

FIELD MANUAL NO. 2 The Cognitive Enterprise

How does AI have the potential to change organizations at the macro level? What do we need to do now to prepare? What is the "Cognitive Enterprise" and how is it changing the way we work in this age of AI?

FIELD MANUAL NO. 3 HR Transformation

As AI and other technologies transform organizations, HR has to step up. How can we transform ourselves to best serve our organizations into the future? How do we begin to make those changes?

FIELD MANUAL NO. 4 The Skills Revolution

In the Age of AI, what will work look like? What kinds of skills do employees need to thrive? How can we ensure that non-technical employees have enough technical skills to drive us forward? And what do we need to do in HR to begin to upskill for the future right now?

FIELD MANUAL NO. 5 Ethical AI

Integrating AI into all levels of our organizations means stepping up our game when it comes to ethics and values. In HR, we have to take a leadership role to ensure AI doesn’t leave anyone behind. This Field Manual explores this critical and complex topic.

LEARN FROM TOP HR AND BUSINESS LEADERS FROM ACROSS THE GLOBE

FEATURED VOICES

Josh Bersin
Founder and Dean of the Academy

Diane Gherson
CHRO, IBM Human Resources

Mark Foster
SVP, IBM Services and Global Business Services

Amy Wright
Managing Partner, IBM Talent & Transformation

Obed Louissaint
VP, IBM HR and Talent

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Resilient HR

LEARNING TIME 4 – 5 hours  DURATION 5 weeks

Drawing on powerful new research from Accenture and the JBA, The Resilient HR Program will help you and your teams build more resilient workplaces, processes, and culture. Learners may have the opportunity to outline how they plan to accelerate and expand the interventions that have allowed them to successfully adapt to help the business, and how they’ll retire the things that are no longer working.

ACCESS GUIDED, COLLABORATIVE LEARNING THROUGH FIELD MANUALS

This Program is made up of five Field Manuals which are guided learning paths each containing a variety of content and social exercises culminating in a mini-project, reflection, or debate. Each Field Manual will take you between 30-45 minutes to complete.

FIELD MANUAL NO. 1  Acceleration + Transformation

The pandemic has accelerated digital transformations at light speed, particularly in HR. Things that we thought would take years are now happening in weeks, days, or even hours. This Field Manual asks us to reflect on where we have and haven’t transformed—and to think deeply about those transformations that empower and enable resilience.

FIELD MANUAL NO. 2  People + Culture

This crisis has given us the opportunity to rethink the role of HR, as a function that leads organizations from the front and is integral to business decision making. A resilient culture has to start with resilient people. This Field Manual challenges us to explore the essential role that HR plays in fostering human resilience throughout our organizations.

FIELD MANUAL NO. 3  Technology + Collaboration

Technology is essential to collaboration, especially as many of us continue to work remotely. This moment has given us the opportunity to think about how we as HR use technology—and how we might use it to unlock new ways of working together. This Field Manual explores the essential relationship between our use of technology and the way we collaborate in our teams and organizations.

FIELD MANUAL NO. 4  Process + Policy

A lot of processes got broken very quickly or needed to be made up on the fly at the start of the global pandemic. Now there’s a tug to return to some sense of normalcy as it relates to rules and policies. This Field Manual explores how we can create agile processes, policies, and rules that are built to adapt and that give the right level of guidance, while also allowing freedom of decision-making at the local level.

FIELD MANUAL NO. 5  Leadership + Learning

Ultimately, resilience is about the ability to adapt. And the key to adaptation—especially during times of crisis—centers on the intersection between leadership and learning. How are we learning from what has happened, and how are our leaders and organizations learning from our collective experience? This Field Manual explores these questions and asks us to reflect on what we have learned and where we should focus on efforts.
Coaching at Scale

LEARNING TIME 3 – 5 hours  DURATION 5 weeks

The Coaching at Scale Program, based on research from BetterUp, offers a new look at the power and reach of coaching in today’s challenging climate. Designed primarily for an HR audience, it offers both a philosophical look at how the mindset around coaching has shifted, as well as a practical look at how we can best scale coaching across organizations of all sizes in today’s uncertain and highly remote environment.

ACCESS GUIDED, COLLABORATIVE LEARNING THROUGH FIELD MANUALS
This Program is made up of five Field Manuals which are guided learning paths each containing a variety of content and social exercises culminating in a mini-project, reflection, or debate. Each Field Manual will take you between 30-45 minutes to complete.

FIELD MANUAL NO. 1  Shifting Mindsets
Coaching was long considered a “nice to have” practice mostly reserved for leadership and select high-potentials. It was almost exclusively conducted through in-person, one-on-one sessions. This Field Manual explores how and why these trends are shifting. It also outlines how changes in mindset and practice that were shifting prior to the pandemic are now being accelerated—and what that means for HR.

FIELD MANUAL NO. 2  Changing Behavior
Coaching is a powerful tool on its own, but the research shows it can be a game changer when paired with other development offerings. This Field Manual explores the neuroscience behind sustainable behavior change and discusses how coaching is a critical tool in both creating those changes and helping them stick. It also asks us to change our own behavior about how and where HR can better leverage coaching across our development portfolio.

FIELD MANUAL NO. 3  Building Ecosystems
The digital revolution and the rise of coaching platforms have shifted both who has access to coaching and how we implement initiatives, as well as vastly expanding the pool of coaches globally. This Field Manual discusses what it means to build a coaching ecosystem—and offers practical tips for leveraging internal and external coaches, managers, peers, and platforms—in the process.

FIELD MANUAL NO. 4  Empowering Teams
Coaching at scale is not only about coaching more individuals—it’s about creating a culture of coaching at the individual, team, and organizational levels. It’s about empowering individual contributors, managers, and senior leadership to get the most out of coaching efforts and to see its true value. This Field Manual looks at what that means and offers tangible tools that we can use in HR to make coaching more sustainable and effective.

LEARN FROM TOP HR AND BUSINESS LEADERS FROM ACROSS THE GLOBE

FEATURED VOICES

Gretchen Stroud  VP, Talent Development, Hilton

Larry McAlister  VP, Global Talent, NetApp

Amanda Thurston  Leader, Marketing, IBM

Gabriella Kellerman  MD, Chief Innovation Officer, BetterUp

Damian Vaughn  Ph.D., Chief Programs Officer, BetterUp

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HR Business Partners are at the frontline of today’s talent strategy. They must have an intimate understanding of the business challenges their team is working to solve and be able to re-frame those challenges through the lens of talent and employee experience. This Program is for HR Business Partners committed to taking their own work and their team to the next level.

**FIELD MANUAL NO. 1 The Strategic Advisor**

As businesses adjust to the monumental shifts brought on by technology, the role of the HR Business Partner is becoming more strategic. What does that mean for today's HRBPs? How can we grow into these new opportunities?

**FIELD MANUAL NO. 2 The Data-Driven Problem Solver**

As more and more data about our people becomes available to HRBPs, we face a complex and delicate question: How can we leverage that data to help solve talent-related problems in the business? And how can we develop our skills to not only find the data, but to draw critical insights from it?

**FIELD MANUAL NO. 3 The Influential Storyteller**

When we have important information to share, we have to know how to do it. “Just the facts” won’t cut it: we have to use our influence and tell good stories to address real problems.

**FIELD MANUAL NO. 4 The Trusted Coach**

HRBPs unique position at the intersection of strategy, organization, and talent makes us especially likely to be called on to give advice, coaching, and mentorship to an array of colleagues both up and down the org chart. How do we build the trust needed to successfully fill that role? What other tools do we need to develop?

**FIELD MANUAL NO. 5 The Independent Voice**

As HRBPs, we often find ourselves straddling the needs of our business unit and the needs of the overall organization. Sometimes, that balancing act is quite tricky. But it also offers us a unique perspective to have an independent voice, offering strategic support and feedback to shape our teams in a way no one else can.
Voice, Values, and HR

MAnaging values conflicts is a core part of our work in HR. This Program offers a new approach for how to do this work, by voicing, acting on, and listening to values. Created in partnership with professor Mary Gentile, this Program is based on her Giving Voice to Values (GVV) methodology. The Program builds on Prof. Gentile’s approach to empower HR professionals who want to create organizations where employees at all levels are able to effectively raise and resolve values conflicts.

LEARNING TIME 5 – 6 hours  DURATION 5 weeks

ACCESS GUIDED, COLLABORATIVE LEARNING THROUGH FIELD MANUALS

This Program is made up of five Field Manuals which are guided learning paths each containing a variety of content and social exercises culminating in a mini-project, reflection, or debate. Each Field Manual will take you between 30-45 minutes to complete.

FIELD MANUAL NO. 1 Values in Context
Managing values conflicts—our own and listening to employees’—is a core part of our work in HR. This first Field Manual sets the context for why voicing values matters today and offers a new approach to voicing, acting on, and listening to values.

FIELD MANUAL NO. 2 Values Conflicts
Organizations do not have values. People do. As the central hub for people, HR is bound to get involved in values conflicts when they arise. This Field Manual gets to the root of what values conflicts are and how to see them as a normal part of the modern workplace.

FIELD MANUAL NO. 3 Strategic Voice
Once you’re in a values conflict, how do you get out? Using your voice effectively takes practice and strategic thinking. This Field Manual looks at the most common blocks to voicing values, how we can get in our own way, and how to speak up strategically.

FIELD MANUAL NO. 4 Acting on Values
Thinking strategically about voicing our values is the first part of a bigger process: acting on our values. This Field Manual looks at tools that can help us when we move into action, from reframing values conflicts so they can become productive to enlisting allies.

FIELD MANUAL NO. 5 Listening for Values
As values issues increasingly take a front seat in organizations, HR has a huge role to play that goes beyond voicing to listening when those issues are raised. This Field Manual is about how to listen—so that values conflicts can truly be addressed.

LEARN FROM TOP HR AND BUSINESS LEADERS FROM ACROSS THE GLOBE

FEATURED VOICES

Mary Gentile
Creator and Director of Giving Voice to Values, Professor of Practice at the Darden School of Business, University of Virginia

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People Analytics

Data is everywhere. As HR professionals we need to both understand and harness it to improve outcomes for our organizations. People Analytics is a comprehensive Program built in partnership with Visier to help HR professionals take control over the data at hand and allow it to inform our day-to-day decisions and strategy.

LEARN FROM TOP HR AND BUSINESS LEADERS FROM ACROSS THE GLOBE

FEATURED VOICES

Olivier Vankerk
VP, Workforce Analytics, UnitedHealth Group

Rena Yi
PhD, People Analytics, Global Talent Organization, LinkedIn

Kevin MacDuff
Sr. Manager Value Services, Visier

Erik Otteson
Director, People Analytics, Technology and Operations, Medallia

Anabella Heytens
Global Head of HR for Coca Cola Bottling Investments Group

Reza Moussavian
SVP of Digital Innovation, Deutsche Telecom

ACCESS GUIDED, COLLABORATIVE LEARNING THROUGH FIELD MANUALS

This Program is made up of five Field Manuals which are guided learning paths each containing a variety of content and social exercises culminating in a mini-project, reflection, or debate. Each Field Manual will take you between 30-45 minutes to complete.

FIELD MANUAL NO. 1  The Analytics Revolution
People analytics is poised to transform the way HR works. This Field Manual will focus on the past and future of people analytics as a tool and technique. It will explore the opportunity people data represents, and help us take steps to leverage that opportunity in our daily work.

FIELD MANUAL NO. 2  Creative Questions
Data and analytics can only create meaningful contributions when we clarify and expand on the questions we are trying to answer. This Field Manual will look at the qualities of a good question, the importance of continuous curiosity, and the steps we can take to cultivate and curate the questions we ask.

FIELD MANUAL NO. 3  Meaningful Data
Many of us might feel that data-driven practices are outside of our wheelhouse. This Field Manual focuses on demystifying data, building data-literacy into our daily routines and habits, and exploring how we can collaborate with our colleagues to integrate data streams in more powerful ways across our organizations.

FIELD MANUAL NO. 4  Insightful Analysis
While few of us are true data scientists, we all need to develop the ability to pull high-level insights and patterns from the information we tap into. This Field Manual will focus on cultivating those fundamental analytics skills, and on knowing how to test our conclusions.

FIELD MANUAL NO. 5  Persuasive Communication
Getting a handle on the data, and our insights into it, is just half the battle. This Field Manual explores how we frame the data for others, from the stories we tell with and about it, to the techniques we use to translate it into reports, presentations, and visuals.

LEARNING TIME  4 – 6 hours  DURATION  5 weeks

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Elevating Equity is not a traditional diversity, equity, and inclusion program: this is a Program centered on effective actions that drive real, measurable change. Addressing the systemic inequalities baked into our organizations is a challenge that taps into the very core of the “human” mission of our work as HR professionals. It also poses the opportunity for us to lead one of the most important strategic business initiatives of the decade, forever expanding the cross-functional role of HR.

ACCESS GUIDED, COLLABORATIVE LEARNING THROUGH FIELD MANUALS
This Program is made up of five Field Manuals which are guided learning paths each containing a variety of content and social exercises culminating in a mini-project, reflection, or debate. Each Field Manual will take you between 30-45 minutes to complete.

FIELD MANUAL NO. 1 The Equity Imperative
This first Field Manual sets the context for the Program. It examines the history of diversity and inclusion and the rise of equity in the conversation, and defines key terms. The Field Manual looks at JP Morgan Chase’s brand-new initiative to begin addressing some of its historical wrongdoing, both in and outside of the HR context. And it outlines why it is critical for HR professionals globally to elevate diversity, inclusion, and equity inside and outside of their traditional spheres of influence with new energy and fresh perspectives today.

FIELD MANUAL NO. 2 Redesigning the System
It examines the work of designer Antionette Carroll, a highly regarded DEI specialist who posits that inequities exist in systems that were created by humans—which means that those systems can be redesigned. The Field Manual introduces the idea of leverage points—points within systems that, when changed, have an outsized effect on other pieces of the system—and looks at an example of how that has happened in a real organization. Then it helps us see our organization as a system—and provides a framework for how to break it down, identify leverage points, and begin to design for change.

FIELD MANUAL NO. 3 DEI Everywhere
Addressing inequity is an organization-wide challenge, but HR is still responsible for much of the ongoing work—even if we already have existing diversity and inclusion initiatives. This Field Manual looks at how we in HR can broaden our thinking to address every area where we work with an DEI-first mindset, drawing on lessons from previous vertical-to-horizontal shifts we’ve seen in HR. It digs into brand-new research from the JBA that uncovers what works and what doesn’t when it comes to effective DEI strategies, both within HR and across the organization, and offers actionable, research-driven steps to move the needle.

FIELD MANUAL NO. 4 The Equitable Business
We examine the traditional business cases for DEI and look at how those must evolve in order to align with the priorities of our employees and customers, as well as the larger value of more just and equitable businesses. We look at how HR can and should be the catalyst for larger change initiatives within our organizations. We’ll offer tangible (and politically savvy) approaches to help you identify and tactfully point out where internal and external practices may be out of alignment and how to offer solutions.

FIELD MANUAL NO. 5 Change in Action
This final Field Manual challenges us to take stock of what we have learned and turn it into action. For real. It outlines a process for figuring out where we can make the most impact as individuals, HR, and as a larger organization. The Field Manual addresses the tough questions of how to get started; how to stay motivated; how to inspire others to join you; how to sustain efforts over time; and how to navigate the complex, fraught politics that can cloud or derail our efforts. Finally, it provides space to develop and test our ideas and then asks us to hold each other accountable as we take that critical first step.
The Remote Work Bootcamp

LEARNING TIME 4 – 5 hours  DURATION 5 weeks

As teams around the world move their work to remote platforms, they will need to focus on the human element at least as much as they think about technology. And they are going to be looking to HR for leadership and advice. This Program is here to help. It is designed to help you and your organization navigate this public health crisis. But it will also help improve the way you and your organization work remotely, long after the crisis has passed.

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FIELD MANUAL NO. 1 Remote + HR

Large organizations with networks of offices or big headquarters are facing particular challenges as their employees are suddenly at home, trying to work, without the support they’re used to. Many of those employees are turning to HR for help with not only how they should be doing their actual work, but also for comfort and guidance through these unprecedented times. This Field Manual looks at how we in HR can help ourselves and our organizations to make this transition quickly, calmly, and with a people-first mentality.

FIELD MANUAL NO. 2 Tools + Rules

Choosing the right tools to power your remote teams is essential, but it’s just the first step. If your teams don’t have clearly established formal rules and informal norms for how those tools are used, chaos can follow. This Field Manual helps make sense of the digital tools you’ll need, asks you to work together to establish how you want to use them, and how you will establish access and standards for the full organization.

FIELD MANUAL NO. 3 Space + Routine

Working remotely forces us into the conundrum of creating space to actually get work done. That’s especially difficult when children are home and distractions are nearly infinite. This Field Manual looks at practical steps you and your team can take to create space and set up effective routines and how HR can help support employees in all circumstances.

FIELD MANUAL NO. 4 Trust + Relationships

Maintaining trust with people you never see in person is incredibly challenging. The best remote teams work hard to help their people build meaningful, trusting relationships anyway. This Field Manual looks at a variety of ways to build or reestablish trust quickly, develop real relationships that last over time, and adopt a series of practices that support the emotional health of a remote team. And, it asks you to think about HR’s critical role in modeling, and sustaining what all of this looks like through a remote lens.

FIELD MANUAL NO. 5 Uncertainty + Resilience

We’re in a period of profound uncertainty with no end in sight. Teams that can adapt quickly and establish a good rhythm of remote working will be more resilient and effective, regardless of what happens next. This Field Manual looks at what that resilience can look like. But it also asks something even harder: What can we be hopeful about right now? How can we cultivate and protect that hope? And, how can HR help others through these challenging times?

LEARN FROM TOP HR AND BUSINESS LEADERS FROM ACROSS THE GLOBE

FEATURED VOICES

Dylan Thuras  Co-founder, Atlas Obscura

Gretchen Stroud  VP, Talent Development, Hilton

Matt Burr  Co-founder and CEO, Nomadic Learning

John Hunter  Educator and inventor of the World Peace Game

Rich Kaplan  General Manager of Employee Experience and HR Services and Strategic Advisory of the Microsoft Alumni Network, Microsoft

Kerry Rooks  CHRO, Prudential Corporation Asia

bersinacademy.com
LEARNING TIME 5 – 8 hours  DURATION 5 weeks

Built by our partners at Nomadic with Columbia University’s Mailman School of Public Health, this is the world’s first training program on public health in the workforce. Workplace public health combines the science and policy of public health with the managerial, leadership, and communication skills necessary for impact in modern organizations. After completing this Program, you’ll have the knowledge, tools, strategies, and confidence to make the often difficult decisions needed to guide your workforce through the pandemic and beyond.

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FIELD MANUAL NO. 1 The Science of Covid-19
In this Field Manual, we’ll walk through the science of SARS-CoV-2 transmission and begin to explore tactics for slowing its spread.

FIELD MANUAL NO. 2 Policy Design
This Field Manual looks at how to use variables like social distance, cohorts, PPE, testing, isolation, contact tracing and more to design and implement a policies that both prevent outbreaks from occurring and stop them from growing when they appear.

FIELD MANUAL NO. 3 Policy in Action
As you bring people back into workplaces, the policy will inform some tough decisions but won’t make them for you. This Field Manual will give you the tools to work through complicated problems you’ll have to solve as they arise.

FIELD MANUAL NO. 4 Public Health Leadership
Leadership is the single most important variable in how a team, organization, city, or country navigates the pandemic. And it’s a different kind of leadership than we’re used to. It’s a mix of firmness and transparency. A willingness to make hard decisions balanced by an obsession with learning from mistakes. And the ultimate test of leadership in a public health crisis is how we galvanize and empower our communities to fight the pandemic themselves.

FIELD MANUAL NO. 5 The Next Crisis
Some day when the Covid-19 pandemic ends, there will be a natural tendency to forget what we’ve learned and to revert back to the way things used to be. This Field Manual is about how Workforce Public Health professionals can resist that tendency and work to institutionalize what we’ve learned during Covid-19 to create a healthier workforce over the long term and to be ready when the next crisis hits.

LEARN FROM TOP HR AND BUSINESS LEADERS FROM ACROSS THE GLOBE

FEATURED VOICES

Dr. Micaela Martinez
Assistant Professor at Columbia University’s Mailman School of Public Health

Dr. S. Patrick Kachur
Professor at Columbia University’s Mailman School of Public Health

Erica Fishman
Film Production Executive

Matt Burr
Co-founder and CEO of Nomadic
HR Consultant Masterclass

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FIELD MANUAL NO. 1 Setting the Context
Our work in HR increasingly requires taking a consultative approach, reflecting the evolution of the function and the growing complexity of modern business. What can we learn from the way consultants work, and how can we apply it to HR?

FIELD MANUAL NO. 2 Clarifying the Problem(s)
The ability to simplify complex ideas and concepts is a key skill for any consultant. This Field Manual examines what it means to make the complex simple, how to clarify and unpack a problem, and why these skills are so important to any consulting work.

FIELD MANUAL NO. 3 Uncovering the Solution(s)
Once we understand the context and have clarified the problems, uncovering solutions is next. This Field Manual explores the challenges and the opportunities of devising solutions in the consultative context.

FIELD MANUAL NO. 4 Navigating Stakeholders
The greatest solutions in the world will fall flat if we don’t also take the time to bring our clients and stakeholders on the journey with us. This Field Manual focuses on the ever-important practice of stakeholder management and provides practical advice for doing it well.

FIELD MANUAL NO. 5 Final Assessment
This Field Manual brings our Masterclass to a close with a review of the key components of the consulting approach, a final assessment, and an opportunity to practice pitching your new skills to your organization or get real-time feedback on any consulting projects you are already working on.

LEARNING TIME 3 – 5 hours   DURATION 5 weeks

Unlike other Programs in the Josh Bersin Academy, the Masterclass centers on the insights, lessons, and stories of a single expert, and offers a deep dive into the more advanced skills today's HR professionals need to grow in our careers and make change within our organizations. Our guide for The HR Consultant is the JBA’s own Chief Client Officer, Bill Pelster. In addition to his previous role as the Chief Learning Officer at Deloitte, Bill has over 20 years of consulting experience across North America, Europe, and Asia.

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FEATURED VOICES

Bill Pelster
Chief Client Officer of the Josh Bersin Academy

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