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COURSE BROCHURE

Advanced Chief HR Officer Board Leadership Training Course

26 April – 7 May 2027
Milan

Advanced Chief HR Officer Board Leadership Training Course

Ref: 811_30839 **Date:** 26 April – 7 May 2027 **Location:** Milan **Fees:** 11100 GBP

Chief HR Officer Board Leadership is a 2-week training course for chief HR officers and HR directors who sit with the executive committee and report to the board, and it ends with each participant drafting a CHRO Board Agenda for their own organisation. Boards now expect the people function to explain workforce risk, succession depth and human capital value in the same terms as finance and operations. The course is delivered by Jupiter Prime Training.

Why Chief HR Officer Board Leadership Matters Now

Three forces are reshaping the CHRO seat: boards asking sharper questions about leadership succession and culture, investors and lenders reading human capital disclosures alongside financial results, and workforce localisation targets that turn hiring and development into a strategic commitment rather than an operational task. An organisation whose CHRO frames these issues well gains board trust, earlier involvement in strategy and steadier executive transitions; one that does not sees people decisions made late and without evidence. The course rests on ISO 30414, the international guideline for internal and external human capital reporting.

Who Gains Most from Chief HR Officer Board Leadership

- Heads of the people function who present to the board or its remuneration and nomination committee
- Senior HR leaders accountable for executive succession and leadership pipelines
- Executives who own workforce localisation targets and national talent development plans
- Leaders responsible for HR transformation, operating model redesign and shared services
- Senior HR directors preparing to step into the chief HR officer role

An executive committee that sends its CHRO together with the HR directors of its main business units gains most, because the board narrative and the operating plan are then written by the same people.

Chief HR Officer Board Leadership Capabilities

Participants move from running the HR function to shaping board decisions about people, using evidence, committee discipline and a clear executive voice.

- Design a board people dashboard aligned with ISO 30414 metrics — the board and its committees
- Assess executive succession depth and readiness for critical roles — the nomination committee
- Build a workforce localisation roadmap linked to capability and cost — the chief executive
- Weigh HR operating model options for a transformation case — the executive committee
- Calculate the cost and value of people investments in board language — the chief financial officer
- Communicate culture and conduct risk with candour and evidence — non-executive directors

Key Chief HR Officer Board Leadership Terms

- Human capital reporting — the disclosure of workforce metrics such as cost, productivity, diversity and leadership to boards, investors and other stakeholders.
- ISO 30414 — the international guideline that sets out core human capital metrics for internal and external reporting.
- Succession depth — the number of ready or near-ready internal candidates available for each critical executive role.
- Workforce localisation — the planned increase of local nationals in the workforce through hiring, development and role design targets.
- HR operating model — the structure that splits HR work between business partners, centres of expertise and shared services.
- Nomination committee — the board committee that oversees director and executive appointments, succession and leadership assessment.

Chief HR Officer Board Leadership Day by Day

Day 1: The CHRO Mandate in the Boardroom

- Board Expectations Mapping — What Directors Need From the People Function
- CHRO Role Charter — Scope Between Chief Executive and Board
- Stakeholder Influence Grid — Allies, Sceptics and Swing Votes on People Issues
- Corporate Governance Codes on Workforce Oversight — Duties Placed on Directors
- Personal Leadership Audit — Gaps Between Current Profile and CHRO Seat

Day 2: Forces Shaping the People Agenda

- Workforce Trend Scanning — Demographic, Technology and Skills Shifts Ahead
- Investor and Lender Questions — Human Capital as a Valuation Factor
- Employee Value Proposition Review — Attraction and Retention of Scarce Talent
- Labour Market Intelligence Sources — Evidence Behind Strategic Workforce Choices
- Scenario Planning for People Risk — Disruption, Growth and Restructuring Cases

Day 3: Workforce Localisation Strategy

- Localisation Target Analysis — Quotas, Role Bands and Timeline Pressure
- Capability Bridge Plans — Graduate, Mid-Career and Leadership Pipelines
- Knowledge Transfer Agreements — Moving Expertise From Expatriate Specialists
- Localisation Cost Modelling — Wage, Training and Productivity Trade-Offs
- Localisation Progress Scorecard — Reporting Gains Credibly to the Board

Day 4: Human Capital Metrics and ISO 30414

- ISO 30414 Core Metric Areas — Selecting Indicators for Internal Reporting
- Workforce Cost and Productivity Ratios — Linking People Spend to Output
- Leadership and Culture Indicators — Signals Directors Read Most Closely
- Metric Definitions and Data Lineage — Making Figures Audit-Ready
- Board People Dashboard Design — Fewer Measures, Clearer Decisions

Day 5: Executive Talent and Succession

- Critical Role Identification — Positions Whose Vacancy Threatens Strategy
- Nine-Box and Readiness Assessment — Calibrating Executive Potential Fairly
- Succession Slate Construction — Internal, External and Emergency Cover
- Executive Onboarding Plans — Reducing Early Failure of Senior Hires
- Nomination Committee Briefing Packs — Presenting Succession Depth Honestly

Day 6: Executive Reward and Remuneration Committees

- Executive Pay Philosophy — Balancing Fixed, Short-Term and Long-Term Elements
- Pay-for-Performance Testing — Whether Incentives Reward the Right Results
- Remuneration Committee Papers — Structure, Evidence and Recommendation
- Malus and Clawback Provisions — Handling Conduct and Performance Failures
- Reward Disclosure Narratives — Explaining Executive Pay to Shareholders

Day 7: HR Transformation and Operating Model

- Operating Model Options — Business Partners, Centres of Expertise, Shared Services
- HR Technology Roadmap — Sequencing Core Systems and Self-Service
- HR Function Cost Benchmarking — Spend per Employee and Service Levels
- Transformation Business Case — Benefits, Risks and Investment Phasing
- Change Sponsorship Map — Securing Executive Backing for HR Redesign

Day 8: Culture, Conduct and People Risk

- Culture Diagnostic Tools — Surveys, Exit Data and Speak-Up Patterns
- People Risk Register — Key Person, Conduct and Capability Exposures
- Workplace Investigations Oversight — Escalation Paths to the Board
- Employee Relations Climate — Early Signals of Collective Discontent
- Board Culture Reporting — Translating Soft Signals Into Evidence

Day 9: Boardroom Presence and Influence

- Board Paper Writing — One Page, One Decision, Clear Options
- Executive Presence Under Challenge — Handling Hostile Director Questions
- Partnering With the Chief Financial Officer — Joint People Cost Narratives
- Crisis Communication Protocols — Layoffs, Leadership Exits and Incidents
- Peer Coaching Circles — Rehearsing Difficult Board Conversations

Day 10: Practising the CHRO Board Agenda

- Localisation Roadmap Presentation — Testing Targets Against Capability Plans
- Dashboard Walk-Through — Defending Metric Choices to a Mock Board
- Succession Slate Review — Peer Challenge on Readiness Ratings
- Transformation Case Pitch — Committee Questions on Cost and Benefit
- CHRO Board Agenda Completion — Twelve-Month Priorities and Board Calendar

Applying Chief HR Officer Board Leadership After the Course

- Run a first board people dashboard pilot using five ISO 30414 metrics and agree definitions with finance
- Lead a succession depth review for the top critical roles and brief the nomination committee chair

Chief HR Officer Board Leadership Questions FAQ

What is Chief HR Officer Board Leadership and why does it matter now?

Chief HR Officer Board Leadership is the skill of shaping board decisions on people, succession and culture. It matters now because directors and investors expect workforce risk and human capital value to be reported with the same rigour as financial results.

Which roles gain most from Chief HR Officer Board Leadership training?

Chief HR officers and senior HR directors gain most. You benefit if you present to the board or its committees, own executive succession or workforce localisation targets, or lead an HR transformation that needs executive backing.

How does Chief HR Officer Board Leadership differ from a strategic HR management course?

It focuses on the boardroom rather than the HR function. A strategic HR course aligns HR practices with business goals, while this course covers board papers, committee work, human capital disclosure and executive succession that a CHRO answers for personally.

What do you bring back from Chief HR Officer Board Leadership training?

You bring back a board-ready agenda for your organisation. It includes a people dashboard, a localisation roadmap, a succession review and a transformation case, all tested through peer challenge during the course.

Chief HR Officer Board Leadership: The Way Forward

The CHRO Board Agenda sets out twelve months of people priorities, metrics and committee items in one document. Its first use is agreeing the board calendar with the chair and chief executive, and finance and business unit leaders then use it to plan their own contributions. After the first board cycle, revisit which metrics directors actually questioned and refine the dashboard.