arc
Executive Education

2nd Edition

PEOPLE & ORGANIZATION

Creating Stakeholder Value Through Human Capability

Lectured by Professor Dave Ulrich

A Message From Professor Ulrich

In today's fast-changing business world, managing people and organizations is a top priority for everyone involved. Employees want meaningful work and opportunities to contribute. Executives aim for strategic results. Boards care about sustainability. Customers expect alignment with their needs. Investors look for returns. And communities value companies with a strong, positive impact.

The "human" in human resources includes all of these stakeholders. By strengthening human capability — through talent, leadership, organizational culture, and HR excellence — business leaders and HR executives create value for everyone. In particular, each of these areas will be enhanced with innovative AI trends.

This program gives executives an exceptional opportunity and time to rethink all HR function and explore latest trends. It will also provide insights, tools and frameworks to do just that.

You'll have time to evaluate and design integrated people and organizational strategies using a proven human capability framework along with best AI on HR examples. We'll cover trends and best practices to address the most pressing HR challenges.

By the end, you'll walk away with clear, actionable insights to rethink your HR function and stronger skills to make a compelling case for HR-led value

I'll lead the session using real-world case studies, discussions, practical tools, and assessments—ensuring you leave with both insight and application.

Sincerely,

Dave U.



About

People & Organization Program is about unlock stakeholder value by understanding the Human Capability concept — aligning talent, culture, leadership, and organizational strategy.

Venue & Date

Hilton - Boeira Garden Hotel, Porto, Portugal.
2, 3 & 4th November, 2026.

Program Fee & Audience

5900€ + VAT. High-level of seniority, mainly CHROs and Chief People Officers. Limited to 30 executives.

2025 Edition Participants Were CHROs From

GETINGE · YAZAKI · LVMH · KPMG · MC Sonae · westvlees · MEDWAY · DASSAULT AVIATION · bitvavo · ANTENNA GROUP · PHILIPS · Vinted · Grupo Brisa · VHI

2nd November

17:30 - 20:00
Meet and Greet and Interactive Dinner with Prof. Dave

- Prof. Dave will do a roundtable where he will get to know each participant one-on-one - he will ask about you, your company, your challenges, expectations and goals. As night falls, we will enjoy a nice local dish.

3rd November

09:00 - 11:15
Shaping The Future of HR: Inflection to Capability and AI

- Anticipating external trends, deliver value to stakeholders, and strengthen HR practices within a unified capability framework.
- Major trends shaping the organization's future.
- Key stakeholders and the value they expect and receive.
- Organize HR practices within a human capability framework.
- Actionable priorities to enhance long-term organizational impact.
- Using AI in HR: Identify five stages of AI
- How AI will change the HR agenda.

11:15 - 13:00
Building a Talent Advantage

- Talent advantage case studies and examples
- Identify 10 talent initiatives aligned with organizational goals.
- Adapt the practices and tools within each initiative to your own organization

13:00 - 14:30
Lunch

14:30 - 17:30
Creating Organization Capabilities - The Culture Playbook

- Rethinking the Playbook for the Culture Agenda: Why, What, and How
- Understanding the new paradigm, cases and examples
- Review 12 key capabilities to organizational success.
- Adapt the practices and tools within each key areas to your own organization
- Break out session

17:30 - 18:00
Open dialogue and discussion: How well are you using AI on HR?

18:00 - 21:00
Network Wine Tasting & Dinner Experience

- Taste authentic Portuguese wine, with music and refined dishes setting the perfect backdrop for engaging conversations.

4th November

09:00 - 11:15
Developing Better Leaders and Leadership

- Establish a leadership brand and code that defines the key factors and differentiators aligned with market value.
- Examples of great leadership brand/codes and how each organization build them
- Rethink your company's leadership brand/code

11:15 - 13:00
Upgrading HR Department and Professionals

- Assess the HR department based on the 10 key factors.
- Identify and improve HR competencies that deliver the most value.
- Using AI on HR - Case studies
- Break out session

13:00 - 14:30
Lunch

14:30 - 16:00
Human Capability Plan - Making Progress in Human Capability

- Establish a shared mindset for building a human capability plan.
- Examples and case studies
- Break-out session: The Human Capability Plan
- Where does AI enter your Human Capability Plan?

16:15 - 17:30
Action Plans - Preparing and Implementing An Action Plan

- Apply the information to You as an HR executive and Your organization.
- Prepare an action plan for going forward with specific actions, accountabilities, investments, and next steps.

17:30 - 18:00
Open dialogue and discussion

18:00 - 18:30
Closing Session

- Say good bye to Prof. Dave, take a photo and receive the signed certificate.

The Venue - Accommodation & Meals Included

Hilton – Boeira Garden Hotel, Porto has been chosen as the venue to host the People & Organization Executive Program. Located just 15 minutes from Porto Airport, the hotel offers exactly what Arc looks for: an intimate setting that fosters ample opportunities for one-on-one conversations between Professor Dave and participants.



Meet & Greet Dinner

Kick off the program by connecting with Dave, and fellow participants. A roundtable where Prof. Dave will talk with each participant one-on-one. Dinner is included.



Meet and Greet Network Wine Tasting & Dinner Experience

Boeira Garden Port Wine Cellar, founded in 1850, has been selected as the venue for the network dinner. The setting is ideal for Professor Dave to move easily from table to table and engage in conversation with each attendee.



Organization Guidance System Assessment and Pre-reading materials

Prior to the program, participants will receive a set of curated materials arranged by Prof. Dave.

Then, Prof. Dave will send the OGS assessment, which generates a company-specific report. This survey is to be completed by each executive, enabling him to understand their contexts and tailor the program accordingly. The resulting report will provide valuable insights, which will be shared with each one ahead of the program.



Program Fee

5900€ + VAT

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2, 3 & 4th November, 2026.

Audience

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All-Inclusive Program Experience

Meet & Greet
A roundtable where Prof. Dave will talk with each participant one-on-one. Dinner is included.

Two Day Program Fully Lectured by Dave
Prof. Dave will share their experience and frameworks, and answer your questions in an immersive learning experience. 3rd & 4th November at Porto.

People & Organization Workbook
An exclusive workbook filled with Dave's frameworks and systems.

Accommodation & Meals & Airport-Hotel Transfer
2nd & 3rd November accommodation included. Enjoy all-inclusive meals and transfer throughout the program. Transfer pick-up available at Porto and Lisbon airports.

Network Dinner Experience
Founded in 1751, Porto Ferreira Wine House will host the network dinner, offering an ideal setting for Professor Dave to move between tables and engage with attendees.

Signed Certificate
Take home a personalized, hand-signed certificate from Dave, verifying your participation.

"An exceptionally well-structured program with practical, real-world insights and valuable one-on-one conversations with Dave."

Tessa Kiers
VP of Enterprise and People Strategy, Philips

"Arc delivered a rigorous yet refreshingly human experience, with practical tools I could apply the very next morning."

Tara Barry
CHRO, Vinted

"Dave's inspiring, highly pragmatic approach, grounded in real-world models and examples, has made me a loyal participant in Arc's programs."

Alessia Gargano
Global CHRO, LVMH Beauty

"Well-paced sessions, a highly relevant case, and Dave's encouragement of thoughtful exchange made the experience truly valuable. I'd gladly join future programs at this standard."

Magnus Lundbäck
Executive Vice President HR, Getinge

"A concise, relevant program grounded in real practice that fostered meaningful discussion and translated seamlessly into decision-making."

Rita Weber
CHRO, NovaTaste

"A highly constructive and content-rich experience, with an impactful mix of lectures and breakout sessions."

Monz Fiorentini
Chief People Officer, Kencko

About Arc Executive Education

Founded in 2018, Arc is an executive education company based in the historic city of Tomar, Portugal. After more than 100 programs delivered, and over 1,000 alumni, Arc now dedicates itself exclusively to bringing together experts from the world's most respected companies to share their knowledge and lived experience.

Built around real case studies, open discussion, and peer exchange, Arc programs emphasize practical insight and applied thinking. Over the years, has earned the trust of executives across Europe through consistently high-quality programs.

Arc alumnis are executives from companies like LVMH, Philips, Siemens, EDP, Galp, Nespresso, Sonae, Manutan Group, Vanguard, Vinted, IBM, BMW, KPMG, Translated, NovaTaste, Visa, Outsystems, Inditex, and more.



António Ferreira
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Eduarda Costa
Head of Operations at Arc Executive Education



Liz Muller
Former SVP and Chief Innovation at Starbucks.
Arc Executive Education Main Advisor





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