

THE CHRD

CERTIFIED HUMAN RESOURCES DIRECTOR

Save Up to Euro 1,00,000

June 23 – June 26, 2025 | Madrid, Spain

June 28– July 01, 2021 | Online

CHRD'T™ Certification Course — Strategic HR Leadership for the Future

As human capital increasingly drives enterprise valuation and competitive differentiation, the Chief Human Resources Officer (CHRO) has emerged as a role closely aligned with the CEO, particularly in today's era of continuous disruption. To remain future-ready, CHROs must transcend traditional HR functions and pivot toward enterprise-wide value creation. Exclusively designed for senior HR leaders, the CHRD'T™ Certification Course redefines the development and execution of human resource strategy in alignment with overarching business objectives. This high-impact, strategic capability-building program equips participants to spearhead innovation and organizational transformation.

Key focus areas include:

- Leading transformational change initiatives
- Driving strategic innovation across business functions
- Enhancing cross-functional collaboration to resolve operational challenges
- Establishing forward-thinking HR standards that boost productivity and long-term growth

The course is delivered through an immersive virtual experience featuring breakout groups, Post-it sessions, interactive FlipCharts, and dynamic discussions. Graduates walk away not only with digital toolkits (PDF and App), but with actionable strategies and a renewed leadership mindset to elevate HR's role in business success.



ROLF HARTUNG

President and CEO Talent Management Academy

World Renowned Talent Management Professor, Author, Thought Leader, Consultant, Speaker, and 20 Year Fortune 50 HR Executive

Over 30 years of knowledge in the HR Industry. Adjunct Professor of Talent Management, teaching globally. Haired as The Encyclopedia of Talent Management by Industry Insiders Academic at the CBS International Business School





Included in the course, State-of-the-Art Study Material Quick Reference Cards (QRSs) and Talent Management App

The complete study material is available as printed QRS sheets and on your mobile devices.

Download the Talent Management App from the App Store or Google Play (available for both Android and iOS).

Upon certification, you will receive a PIN code to access your course materials within the App.

STEPS TO ACCESS THE TALENT MANAGEMENT APP

- 1 Open the App Store or Google Play and search for "Talent Management."
- 2 Download and install the App.
- 2 Once inside the App, navigate through the Menu as follows:
 - I. English
 - II. QRC
 - III. COMPETITOR VIEW
 - IV. CHRQ
 - V. Press the "Access" button and enter your unique PIN: xxxxx

Goal

Find the App and remember the PIN



WHY ATTEND THE CHRD® CERTIFICATION PROGRAM

CHRD® Certification Program – Strategic Impact for Senior HR Leaders

The CHRD® Certification Program is designed to address the most critical challenges and emerging opportunities facing today's senior HR executives. This program empowers participants with proven, research-backed tools and frameworks that not only enhance current organizational performance but also position HR as a strategic catalyst for future growth. Built upon insights from executive interviews, global corporate case studies, and collaboration with leading academic institutions, this certification goes far beyond theoretical knowledge. It is tailored for seasoned HR practitioners and senior leaders ready to operationalize strategy at scale.

Key deliverables include:

- Immediately actionable templates
- Step-by-step processes
- Real-world examples for execution within your organization

Graduates of the program will gain the expertise to independently implement strategic HR initiatives and influence enterprise-wide transformation. Unlike generic certifications that rely on textbook learning and standardized exams, CHRD® is rooted in practical application and executive relevance — it delivers what no other seminar or credentialing series can offer.

WHO SHOULD ATTEND?

Attendance is a must for Directors, VPs, MDs, General Managers, Team Leads, Heads and Senior Managers of the following departments/ divisions but not limited to:

Human Resources, Talent Management, Talent Leadership, Learning & Development, Talent Development and Succession Planning C-Suite Executives, in particular: Chief Executive Officers (CEOs), Chief Operating Officers (COOs), Chief Human Resources Officers (CHROs), Chief Talent Officers (CTOs) Chief People Officers (COs) Talent Advisors.

Business leaders and owners aiming to bring a focus on Talent development & succession management and career development





ROLF HARTUNG

President and CEO Talent Management Academy



Rolf Hartung, CEO and Chief Consultant of Talent Management Consulting (Germany), is a globally recognized HR strategist with over 30 years of experience advising Fortune 50 companies. Featured in top HR publications and invited by Fortune Magazine to share insights on 21st-century HR strategies, Rolf specializes in HR governance, competencies, and capability development.

He has led numerous “Coach the Coach” programs, certified HR instructors, and designed high-impact Talent Management and Organizational Development frameworks implemented across Europe, Asia, and the Americas. Rolf’s training solutions are practical, template-driven, and outcomes-focused, reducing non-value-adding activities by 75% and accelerating strategic HR impact. A certified NLP practitioner, he integrates neuroscience into leadership and communication trainings to elevate performance.

Driven by the belief that values and beliefs power transformation, Rolf empowers teams and organizations to rise to a higher ground—unlocking sustainable, human-centric change.





23 April 2017

Business Customer Reference (BCR) for:

Rolf Hartung
Talent Management Consulting
www.rolf-hartung.org
Mail: me@rolf-hartung.org

To Whom It May Concern:

Customer Reference – Rolf Hartung for Talent Management Consulting

I am writing this letter favoring Rolf Hartung – Talent Management Consulting, one of the special training that I had attended relative to the "Certified Human Resource Director" (CHRD) this April 2017.

He is credible and reliable in line of his activities and it is my pleasure in recommending Rolf Hartung – TMC to do business with. Acquainting the trainor/facilitator of the CHRD in just a short time, I am quite comfortable and confident in vouching him as a great individual as well as a concerned and active citizen in the business environment where he is excellently doing as a matter of my experience with him and as a participant of the training seminar. He is one of the best I had dealt with the training that he had conducted to name a few of his major topics:

- The Mappings of Competence and Development
- Broad Concepts of his Understanding of Human Resource in the Area of Business Support
- Coaching for Performance
- Appropriate Consulting Style along with the Coaching Process
- Foundational Concept relative to the Power of Influence

All of these few main topics mentioned are relevant factors for a winning individual.

If you are serious of changing your life for the better, Rolf Hartung Talent Management Consultancy will lead you every step of the way. Thank you Rolf, you are one of the best, really an expert trainer and facilitator!

Dr. Edwin E. Tan, Ph.D.
Chairman Human Resource Management Department – Dahban Campus
Assistant Professor
College of Business Administration – University of Business and Technology
Jeddah, Kingdom of Saudi Arabia



مجلس على شهادة الاعتماد الأكاديمي السعودي
NCAAA

www.cba.edu.sa

P.O. Box 110200 Jeddah 21361 Saudi Arabia • Tel: +966 2 2159009 Fax: +966 2 2159010 • E-mail: info@cba.edu.sa
ص.ب ١١٠٢٠٠ جدة ٢١٣٦١ المملكة العربية السعودية • هاتف +٩٦٦ ٢ ٢١٥٩٠٠٩ فاكس +٩٦٦ ٢ ٢١٥٩٠١٠ البريد الإلكتروني: info@cba.edu.sa

YOU WILL LEARN THE SECRETS TO

- Develop your people using the integrated model of Learning and Change.
- Apply a step-by-step approach to drive sustainable behavioral and performance change.
- Understand the importance of self-awareness in leadership and development.
- Become a person of influence within your organization and industry.
- Evolve into a conscious leader and identify key knowledge areas required for this transformation.
- Build and strengthen your personal brand.
- Communicate effectively using strategic communication patterns.
- Practice and master communication techniques, with a focus on awareness and impact.
- Deliver positive and negative feedback constructively and in a motivating manner.
- Conduct effective negotiations using the BATNA model to secure a strong position.
- Manage conflicts with emotional intelligence, understanding both sides of the dispute.
- Implement Talent Management strategies using the TMA Talent Management System.
- Define competencies and understand the level of detail required for effectiveness.
- Apply competency models and explore various frameworks available.
- Practice writing clear and actionable competency descriptions.
- Break down competencies into distinct knowledge areas and understand their strategic value.
- Leverage the full benefits of competency models across various Talent Management functions.
- Identify and attract talent both internally and externally.
- Integrate competency models into the recruitment process and understand their significance.
- Assess critical competencies during hiring for better role fit and long-term success.
- Utilize performance management processes to identify and nurture internal talent.
- Establish a continuous learning cycle within your organization.
- Distinguish between performance management and excellence management.
- Develop employees through on-the-job strategies, using practical tools and techniques.
- Identify which competencies should be developed early and recognize areas of common weakness.
- Master essential management skills and understand the value of structured management programs.
- Design development programs aligned with competency profiles.
- Integrate various development programs to maximize synergy and impact.
- Level competency profiles using role models and understand their importance in organizational development.
- Understand the key drivers behind employee retention and attrition.
- Leverage the Talent Management System to provide employees with multiple reasons to stay.
- Create and implement a succession planning tool, known as the Career Path Framework.

YOU WILL LEARN THE SECRETS TO

- Promote succession planning effectively to attract and retain high-potential talent.
- Utilize succession planning to benefit organizational growth and stability.
- Retain top talent by embedding succession planning into your talent strategy.
- Establish a promotion board using structured succession planning.
- Consult effectively with senior management and department heads.
- Apply Peter Block's Consulting Sequence in advisory engagements.
- Identify and address the needs of internal stakeholders (your "customers" in management).
- Understand the various roles of a consultant within an organizational context.
- Discover your dominant consulting style and develop versatility across other consulting roles.
- Recognize the critical role of ownership and how to instill it in teams.
- Apply an influence model to identify strategic areas within the organization where you can create impact.
- Coach your direct reports effectively and understand why this skill is essential to leadership success.
- Practice coaching in a safe, experiential learning environment.
- Apply all acquired tools and frameworks in a comprehensive Talent Management Consulting Role Play.
- Gain firsthand experience with Job Modeling and Development Planning for practical implementation.

Why Not Host This Program In-House?

This training can be customised into an In-house training programme just for your organisation. To find out more, please contact:

Email: support@competitorsview.com



AGENDA

DAY 1

Sustainable Change (Learning)

Why is learning a hidden change.

Understand the difference between learning and change.

Get and understand the concept of sustainable change in a workshop setup.

Leading by Influence

– Core Concepts

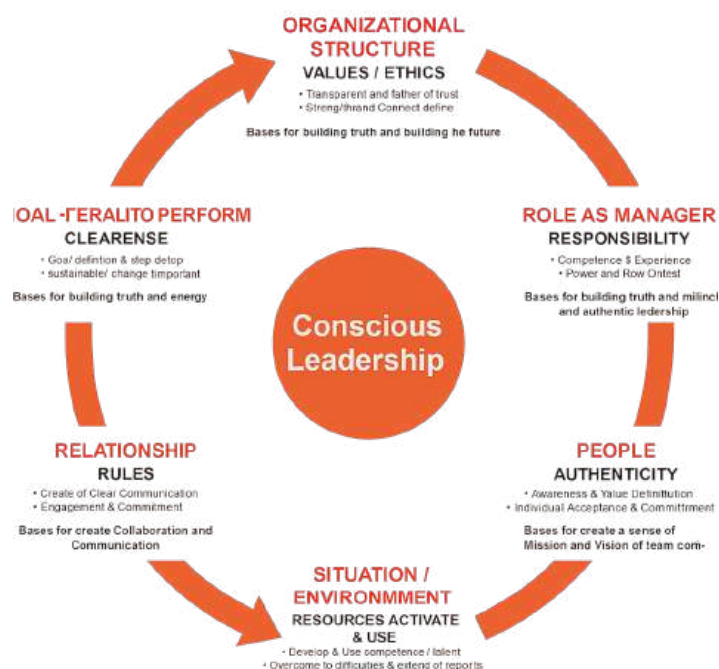
- The importance to understand yourself and your natural Managers Role.
- Tools and Methods for this understanding.
- Get in contact to your unconscious mind and understand your own patterns and why you follow people.
- Sensitivity
- How do you influence people already and what is a good way for you to do this in a more conscious way?
- How to develop your personal Brand?
- Get insight on studies why people follow and what motivates them.

– Organizational Leader

- What is your role as a Manager?
- What is your personal Leadership Style, get more conscious about this style?
- Get the Model of a conscious Leader.

– Communications Skills Part 1

- How is communication really working?
- How can you use words and formulations in the right way?
- What will happen if you are not using words in the right way?
- Use the communication model in practice and get the connection to coaching.
- Learn about Deletions, Generalizations, and Distortion.



AGENDA

DAY1

Successful Negotiation Process – we had and people liked

Reinventing Organizations – New – see below

Implementing Change – New – see attached

Competency Profiles – we had and people need

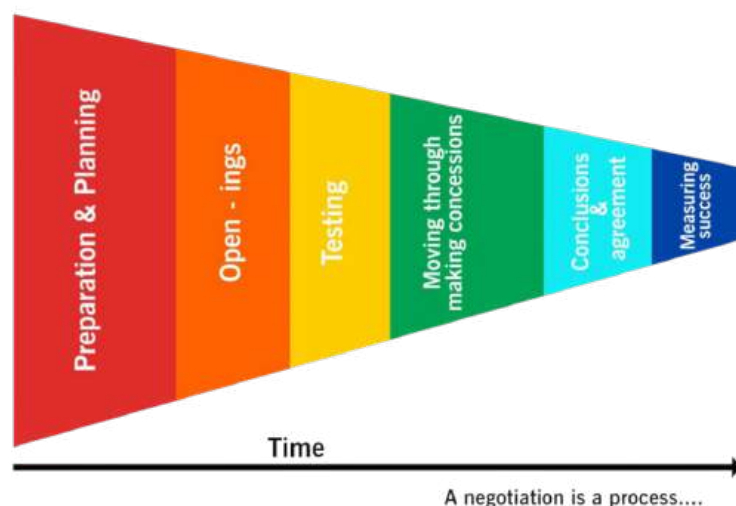
Emotional Connectivity Index – New – see attached

Reinventing Organizations

Reinventing Organizations takes a sweeping evolutionary and historical view. It explains how every time humanity has shifted to a new stage of consciousness, it has also invented a radically more productive organizational model. Could we be facing another critical juncture today? Could we be about to make such a leap again?

- How will I open the negotiation?
- How are they likely to respond?
- How can I set the agenda?
- How can I condition them, what role will each team member play?
- How will I respond to the difficult questions and other party is likely to raise?
- Continued....

Modern organizations have brought about sensational progress for humanity in less than two centuries – the blink of an eye in the overall timeline of our species. None of the recent advances in human history would have been possible without organizations as vehicles for human collaboration. And yet, many people sense that the current way we run organizations has been stretched to its limits. We are increasingly disillusioned by organizational life. For people who toil away at the bottom of the pyramids, surveys consistently report that work is more often than not dread and drudgery, not passion or purpose. That the Dilbert cartoons could become cultural icons says much about the extent to which organizations can make work miserable and pointless. Life at the top of the pyramids isn't much more fulfilling. Behind the façade and the bravado, the lives of powerful corporate leaders are ones of quiet suffering too. Their frantic activity is often a poor cover up for a deep inner sense of emptiness. The power games, the politics, and the infighting end up taking their toll on everybody. At both the top and bottom, organizations are more often than not playfields for unfulfilling pursuits of our egos, inhospitable to the deeper yearnings of our souls. Could it be that our current worldview limits the way we think about organizations? Could we invent a more powerful, more soulful, more meaningful way to work together, if only we change our belief system?



AGENDA

DAY 1

This tool card refers to Actee Change. What is the tool about and what will be the learning for our customers.

Learn to Lead Complex Changes

ActeeChange is an innovative learning concept designed to navigate and lead complex organizational change processes. Leveraging game-based elements, it simulates realistic scenarios where participants face managerial dilemmas and must make impactful decisions.

Key Benefits:

- Gain a comprehensive understanding of the change process
- Experience the full change journey, from initial actions to final implementation
- Focus on both organizational transformation and effective stakeholder leadership

The ActeeChange model integrates several proven theories of change management and leadership—most notably, Rick Maurer’s framework for addressing stakeholder resistance throughout the change lifecycle.

A Game for Change

ActeeChange is a dynamic simulation tool—available both online and offline—and serves as an educational game hub for change management and leadership development.

Built on interactive game elements, the platform is specifically designed to spark the energy and motivation essential for driving successful organizational transformation. The structured gameplay enables participants to experience, reflect, and transfer knowledge into real-world practice.

Simulate Change and Transfer the Learning

An ActeeChange simulation works well in combination with ChangeLive, which is your tool in the Actee Hub to keep track of your own real life change process, and ultimately to reach your change objectives.

Change is everywhere in every company. The name of the boat of change is the next step after understanding the change process. It is a possible opener tool for a follow on consulting process.



Benefits:

Understand the change process

Understand where your own people are inside of this change process

Know and experience how interventions are working and how people will react

Transfer this knowledge into your own (customers) reality and drive an efficient change process

AGENDA

DAY 1

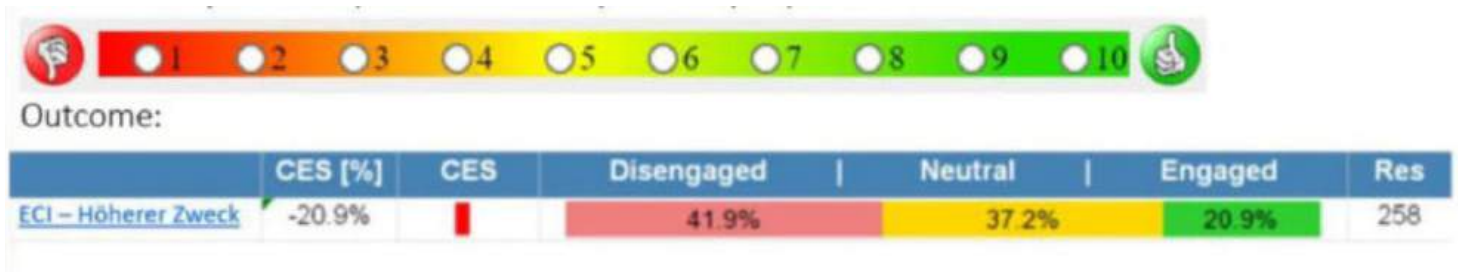
ECI – Emotional Connectivity Index – see below which questions we ask and how a possible outcome will look like

Learn to Lead Complex Changes

By means of this index you can measure how well people in the company are emotionally connected.

Mainly we look at 2 questions:

1. How confident are you that your company has a higher purpose?
2. How likely is it that you recommend your company to a friend?



Free-text questions to 1.

- What is the higher purpose that you can see?
- What exactly do you like about this higher purpose?
- What exactly has to happen that all of you follow a higher purpose?

Free-text questions to 2.

- What especially will you highlight?
- What is required for improvement so that it is more likely that you recommend your company?
- What should not change at all?

We now possess the capability to conduct precise measurements both prior to project initiation and upon completion. This empowers our customers to clearly perceive the tangible impact of our work. While many clients have expressed the need for such measurement tools, few—if any—providers currently offer them. This positions us with a distinct competitive advantage in the marketplace.



Benefits:

- Understand the change process
- Understand where your own people are inside of this change process
- Know and experience how interventions are working and how people will react
- Transfer this knowledge into your own (customers) reality and drive an efficient change process

AGENDA

DAY 2

Find Talents

Unlocking Talent Through Competency-Based Development

Gain a clear understanding of how competencies enhance hiring and performance management. Explore:

- Why and how competencies drive effective recruitment.
- Key tools and questions for evaluating critical skills.
- The role of performance management in identifying and nurturing talent.
- Steps to build a high-impact performance management system.
- How to foster a continuous learning organization.
- Practical examples and essential topics for performance systems.
- Differences between Performance Management and Excellence Management.
- The value of on-the-job development and how to implement it.
- Tools and real-world examples for skill-building in the flow of work.
- Importance of management development and key early-stage leadership skills.
- Core components of a management program with methods for analysis.
- How to design competency-based development programs and connect them seamlessly.
- Strategies for leveling competency profiles using role models.

Keep Talents

- Here you will learn why people stay and why they leave and which part to the Talent Management System will help you for what.
- Succession planning which we do with a Career Path Framework will help you on this. How can you set up such a system and how do you use it.
- What kind of benefits do you have as a company by using competencies.
- In which kind of different areas will you use the Competency Models in your Talent Management System.

The card is about a sustainable change. Neurological levels of learning and change are shown and explained

The neurological levels show us how we learn and how we change. Based on the model, a sustainable change happens, if people learn and

adapt on the level of values and beliefs.

Just to tell people to change and how they should behave doesn't result in a sustainable change. They have to make the experiences of the

match or mismatch of their own and others' sets of values and beliefs, this will help to change their behavior.



AGENDA

DAY 3

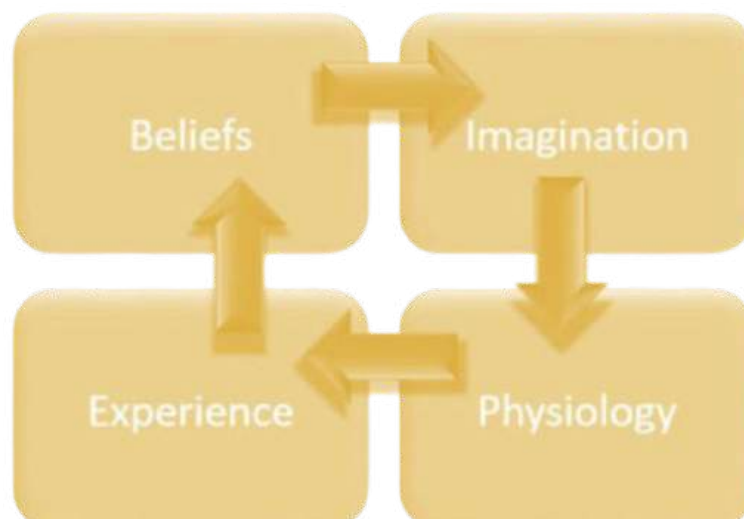
Talent Management Consulting

- Learn and understand the Peter Block Consulting Sequence – Entry, Contracting, Discovery and Dialogue, Feedback, Decision to Act and Engagement & Implementation.
- Which steps does a good consultant consciously take.
- How to identify the needs of the customer?
- Identify Management needs and issues.
- Help your Manager to identify and own their stress points and capitalize on opportunities.
- How to you build relationship and how to stay solution focused?
- Learn about the different roles of a consultant and how to use them.
- Get a good understanding of what kind of consultant you are, by filling out a consulting style inventory.
- How important ownership is and which kind of different areas in a company are having influence into a project?

Coach your direct reports

In this last part we will use all the learnings we had during the last 4 days and will perform a role play in which you have both roles.

- You will work as a Talent Management Consultant and as a Manager who want to implement a Talent Management System.
- Your will do a role play on: Entry, Contracting, Discovery & Dialogue and at the end
- Feedback and get Decision to Act.
- Have a Management meeting and understand what you can do for your customer.
- Use the practical tools from the Talent Management Academy to configure Competency
- Models and configure Workshops based on Competencies by using the Competency –
- Workshop Module Mapping.
- Out of different Workshops you will create Study Programs and present them back to your Customer (Management)
- At the end of this role play you need to have one complete Competency Model and one.
- Full Development Program for one job. This part will connect all learnings and you can.
- Use all tools, your leadership and influence plus your consulting and coaching skills.
- Your will use all practical tools in a very realistic role play and you get all tools as data.



AGENDA

| DAY4

Natura development "intrinsically" To remind you of the Reality Loop of Alexander Hartmann

Learning can be extrinsically or intrinsically driven. Intrinsically means you learn while you are doing it. One way of doing this is to play a game.

1. Step – Explain game and goal.

The master of ceremonies (coach) explains the game and the goal of the game

2. Step – Rules/Roles

Rules – and role – cards will be proved by the master of ceremonies, questions can be asked

3. Step – Make your own experience

Run the game. Master of ceremonies will take care of rules and roles.

4. Step – Transformation

Reflect the game and exchange experience that participant made

Beliefs Imagination

5. Step – Personal growth

Reflect your experience and think about how to integrate this in your daily life

CAPSTONE ACTIVITY

This final activity will have delegates engaged in active discussion on either creating a succession planning process or improving their current

process in 3 stages: when they get back to their organizations immediately, in 1 to 3 months, and in 3 to 12 months.

Delegates' actual

implementation of their succession plans will be well-supported by the trainer's free weekly email follow-up for a full 2 months after this workshop.