



2nd Edition

PEOPLE & ORGANIZATION

Creating stakeholder value through human capability

Dave Ulrich

The Father of Modern HR.

A Letter from Dave Ulrich

In today's complex business environment, managing people and organizations has become a critical priority for all stakeholders. Employees strive for positive work experiences and opportunities to contribute productively, while executives focus on achieving strategic goals. Boards are concerned with ensuring continuity and sustainability, customers seek organizations that align with their needs, investors demand strong financial returns, and communities value companies with a positive reputation and societal impact.

The "human" in human resources refers not only to employees but to all stakeholders. By investing in human capability—through initiatives in talent, leadership, organizational design, and the HR function—HR professionals play a vital role in delivering value to every stakeholder.

This workshop equips participants with the tools and frameworks needed to unlock stakeholder value by effectively investing in human capability. Participants will learn to define and communicate the stakeholder value derived from these investments and build compelling business cases to support them. The workshop introduces a comprehensive human capability framework that enables participants to design integrated people and organizational strategies. They will explore trends and best practices across talent initiatives, leadership branding, emerging organizational capabilities, and optimizing HR functions.

Participants will leave the workshop prepared to create a detailed human capability plan that addresses stakeholder needs and serves as a roadmap for implementation. They will also develop actionable steps to ensure the successful execution of their strategies.

The workshop will be facilitated by Dave Ulrich, who will utilize a variety of teaching methods, including facilitated discussions, case studies based on participants' experiences, practical tools, and assessments. This hands-on approach ensures that participants not only learn key concepts but are also able to apply them effectively in their organizations.

Sincerely,

Dave Ulrich

Program 17th November 2025

Imagine walking through the grand halls of the Convento de Cristo, a site where history whispers from every stone, and being greeted by none other than Dave Ulrich. On 17th November, you will join 30 other executives for an unparalleled meeting where Greg will reveal the inner workings of branding with emotion—right in the heart of this UNESCO World Heritage site.

16:30 - 21:00 | [Meet and greet and medieval dinner](#)

Dave Ulrich will kick things off with a comprehensive preview of the next two days, laying the groundwork for engaging discussions. Everyone will be guided through thoughtful questions to build connections. As night falls, we'll enjoy a lavish dinner - a perfect end to a day of first meet and great.

Transfers will be available between the hotel and the Convento de Cristo.



Program 18th November 2025

09:00 - 11:00 | CONTEXT - Now is the time for human capability

- Recognize that “human capability” is the key challenge in today’s changing business context.
- Identify external context that puts people and organization at the center of business success.
- Highlight trends in AI and their implications for HR.
- Define assumptions for the future of work.

11:15 - 13:00 | STAKEHOLDER - HR is not about HR but delivering value in the marketplace

- Define stakeholder value from human capability (outside in).
- Discuss human capability conversations with various stakeholders, including investors, customers, communities, boards, senior executives, and employees.
- Understand how human capability creates value for each stakeholder.
- Learn the conversations HR should have with key stakeholders to meet their needs.

13:00 - 14:30 | Lunch

A lunch crafted with the finest local ingredients, lovingly prepared by our dedicated Chef

14:30 - 16:30 | HUMAN CAPABILITY - Evolution of HR to human capability

- Explore the evolution of personnel to human resources to human capital to human capability.
- Identify the emerging human capability logic.
- Understand the value of a framework for impact.
- Report on the research on the human capability framework.

14:30 - 16:30 | HUMAN CAPABILITY - Evolution of HR to human capability

- Identify the latest innovations in talent:
- Bringing the right people into the organization (acquisition)
- Moving people through the organization (training, rewards, communication, diversity)
- Retaining and removing the right people
 - 10 talent innovations, Acquiring the right people, Developing people, Rewarding people for the right behaviors and outcomes, Communicating clearly, Managing careers, Ensuring sustainable DEI, Retaining the best (avoiding great resignation), Removing those who need to go, Creating an employee value proposition, Building employee experience (believe, become, belong)

18:00 - 22:00 | Cocktail Backyard Grill

Enjoy locally sourced ingredients and a curated selection of meats and vegetables, while connecting to all participants

Program 19th November 2025

09:00 - 11:00 | ORGANIZATION - Creating the right organization

- Define organization as a set of capabilities and the right culture.
- Diagnose how to create the right culture given your marketplace.

11:15 - 13:00 | LEADERSHIP - Establishing a leadership brand

- Define the right leadership as the brand in the marketplace.
- Identify the five core domains of leadership competence (leadership code) in today's world and 10 leadership skills.

13:00 - 14:30 | Lunch



A lunch crafted with the finest local ingredients, lovingly prepared by our dedicated Chef

14:30 - 16:30 | HUMAN RESOURCE FUNCTION - Upgrading human resources

- Review the evolution of HR value-added from administrative to best practice to strategy to outside in.
- Identify 10 elements of an effective HR department.

16:45 - 18:00 | HUMAN CAPABILITY PLAN - Creating a human capability plan

- Learn about a template for building a human capability plan.
- Prepare an initial draft of the plan.

18:00 - 21:30 | ACTION PLANS - Preparing and implementing an action plan

Apply the information to:

- You as an HR professional
- Your ORGANIZATION
- The profession

Prepare an action plan for going forward with specific actions, accountabilities, investments, and next steps.

Date

17, 18 & 19th November 2025

Audience

CHRO's, Head of People and similars

Local

Meet & Greet:

Convento de Cristo, Tomar, Portugal

Masterclass:

Herdade Caçabrava, Tomar, Portugal

Admittance

6500€ +VAT

vat 0% for international companies

vat 23% for portuguese companies

Package

Meet & Greet 17th November 2025

2 Day Course 18th & 19th November 2025

Slide Deck + Workbook

Hotel & Food Included

Backyard Grill Experience

Signed Certificate

Airport & Hotel Transfer

Contact

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Testimonials From 1st Edition HR Retreat

CHRO, Waeg - an IBM Company

I just can recommend everyone in my network to take this opportunity. Colin was absolutely phenomenal, as well as all the organization and reception from Arc Business Retreats.

Head of People, MC Sonae

I believe there is a tremendous value in the networking we engage with one another, and there is also value in the selfless sharing of the practices each of us has been implementing.

People Senior Director, Outsystems

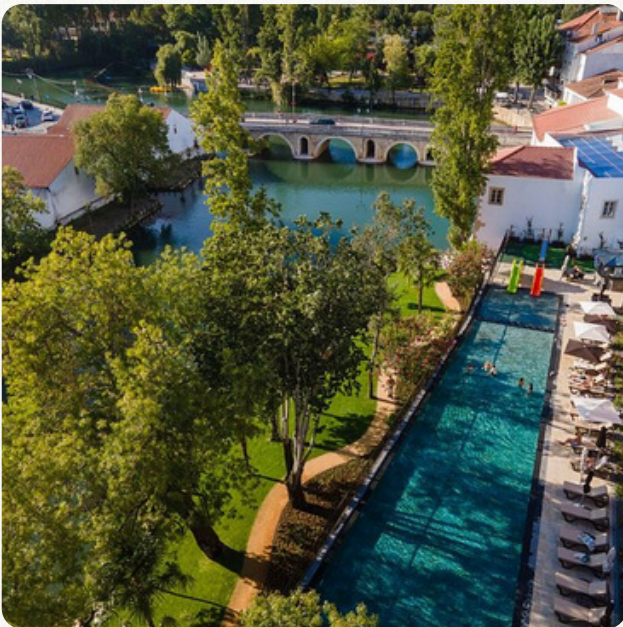
I brought tools and ideas to myself, my team and my company.

Photos From 1st Edition of People & Culture Retreat



Accommodation Vila Galé Tomar Hotel

Indulge in a stay at the Vila Galé Hotel charm. Nestled in a serene setting, your accommodations offer a perfect blend of elegance and tranquility, providing a restful retreat after each day's enriching experiences. Enjoy luxurious amenities and breathtaking views, ensuring a truly memorable stay.



Backyard Grill

Immerse yourself in our Backyard Grill Experience, where premium cuts of meat are expertly grilled to perfection, and lively music sets a vibrant backdrop for engaging conversations. This relaxed, informal setting invites you to savor delicious flavors while deepening connections and reflecting on the day's insights.



People & Organization Workbook

Receive a high-quality printed manual, meticulously crafted to capture all the methodologies and strategies shared throughout the masterclass. This valuable resource will serve as your guide, helping you implement the principles long after the retreat concludes.

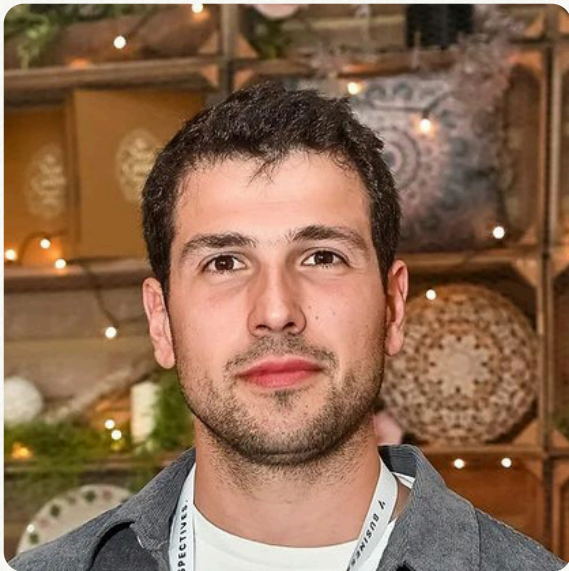


Airport Transfer

Experience seamless airport transfer with our dedicated team, who will ensure a smooth and comfortable journey to Tomar. From the moment you arrive, relax as we take care of every detail, guiding you effortlessly to Tomar, so you can focus on the incredible experiences that await.

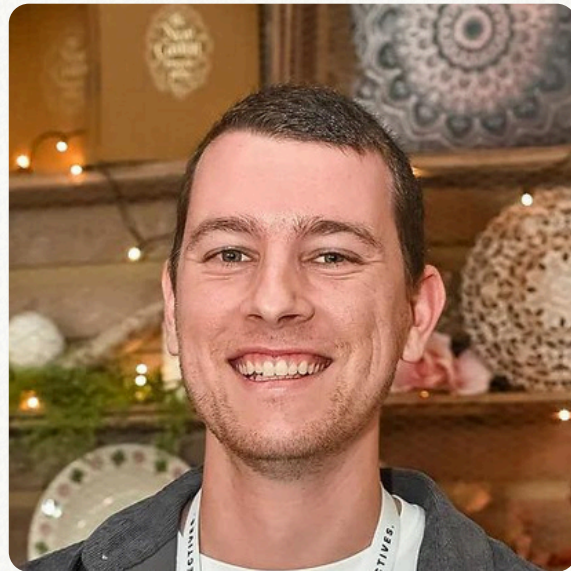


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