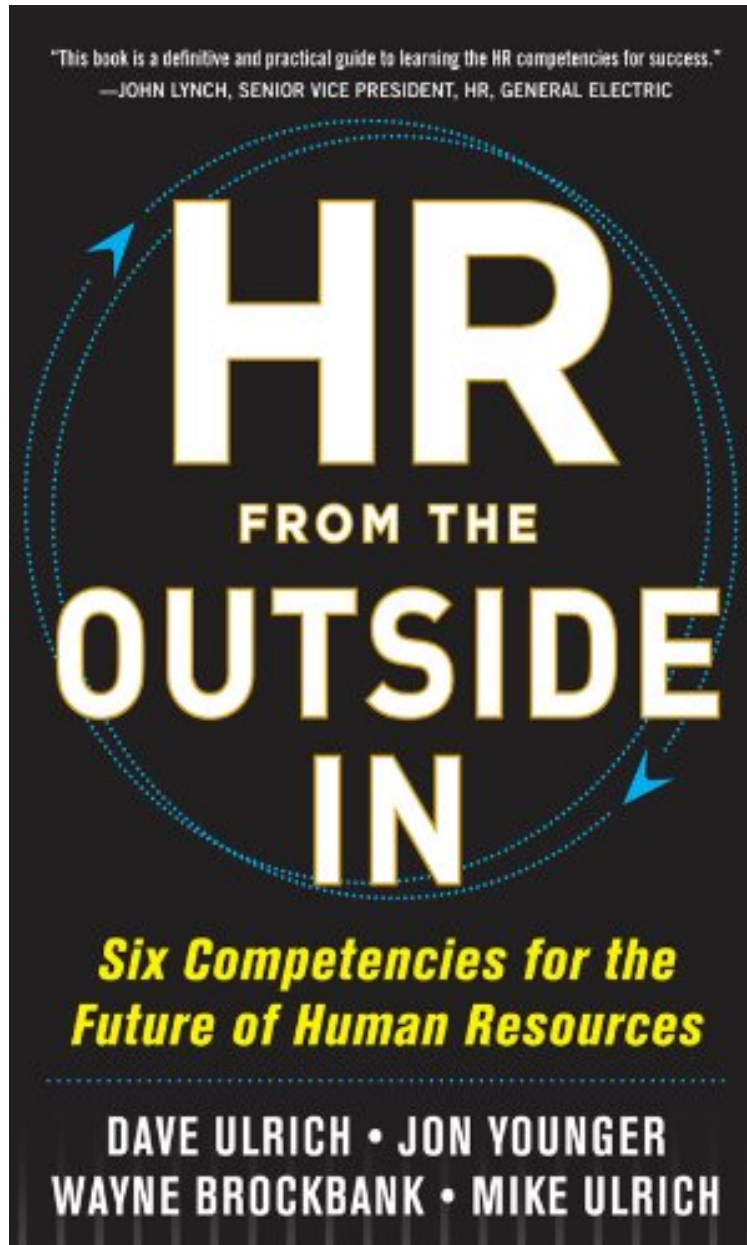


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About the AuthorDave Ulrich is a Professor at the Ross School of Business, University of Michigan, a partner at the RBL Group, and Executive Director of the RBL Institute. He studies how organizations build capabilities of leadership, speed, learning, accountability, and talent through leveraging human resources. He has helped generate award winning data bases that assess alignment between strategies, organization capabilities, HR practices, HR competencies, and customer and investor results. He has published over 200 articles and book chapters and 23 books. Jon Younger is a partner of the RBL Group, leads the firmrsquo;s strategic HR practice, and is a director of the RBL Institute. Jon's career has combined experience in consulting, executive management and HR leadership. He has also managed executive compensation and HR strategyHe is a co-author of many articles and book chapters and two books: HR Transformation (2009 Justin Allen, Wayne Brockbank, Jon Younger, Mark Nyman), and HR Competencies (2008 Wayne Brockbank, Dani Johnson, Kurt Sandholtz, Jon Younger). His articles have appeared in HR Management Journal, HR Planning Journal, Harvard Business , Strategic HR among others. Wayne Brockbank is a Clinical Professor of Business at the University of Michigan's Ross School of Business and an Emeritus Partner in the RBL Consulting Group. At the Ross School of Business, he is the Co-director (with Dave Ulrich and Dick Beatty) and core faculty of the Advanced Human Resource Executive Program. He is also the Director of HR executive programs in Hong Kong, India, Singapore, and United Arab Emirates. Over the past twenty years, these executive programs have been consistently rated as the best HR executive programs in the United States and Europe by the Wall Street Journal, Business Week, Fortune and Leadership Excellence. He serves on the core faculty to Michigan's senior management executive programs in India. He has held visiting faculty appointments in Argentina, Australia, China, Hong Kong, India, the Netherlands, Kuwait, and Saudi Arabia. Mike Ulrich is a PhD student at the Moore School of Business, University of South Carolina. Before returning to the university, he was a Research Associate for RBL Group where he led the data collection and analysis of the RBL/Michigan global HRCS. Mike's background is focused on research methods and statistical analysis. Mike's work with The RBL Group focused on managing the firmrsquo;s many research studies (including the HRCS, Leadership Code, and talent management research).