

JOSEPH WAYNE BROCKBANK

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FACULTY APPOINTMENTS

University of Michigan, Ann Arbor 1985 - present
Clinical Professor of Business

Indiana University, Bloomington 1984-85
Assistant Professor of Management

University of California, Los Angeles 1981-82
Lecturer in International Business: Joint appointment between UCLA
and the Beijing Institute of International Economic Management

Loyola-Marymount University, Los Angeles 1979-1983
Assistant Professor of Corporate Strategy

EDUCATION

Doctor of Philosophy in Management
Graduate School of Management
University of California, Los Angeles
Los Angeles, California
-- Study areas: Business policy and strategy
Organization Theory
International business

Master of Arts in Organizational Behavior
Graduate School of Management
Brigham Young University
Provo, Utah

Bachelor of Arts in Political Philosophy
Brigham Young University
Provo, Utah

EXECUTIVE EDUCATION AT THE UNIVERSITY OF MICHIGAN

At the University of Michigan, I am a core faculty member in the Advanced Human Resource Executive Programs and the Human Resource Executive Program. These two programs have been consistently rated the best in the world for the last twenty-five years by various publications including *Business Week*, *Fortune*, *Wall Street Journal*, and *Leadership Excellence*.

Core Faculty Member: The Global Program in Management Development. This is a two-week general management program for senior executives. It is offered twice per year in India.

At the Ross School of Business, I was the **Founding Faculty Director** of initiatives that help define the Ross MBA.

- **Global MBA.** I designed and implemented a program in which high potential employees of multinational corporations can earn a full Michigan MBA through distance learning technology. The program was delivered through a combination of video conferencing, computer network linkages, and intense on-site workshops and seminars. Program sites include Hong Kong, Korea and Brazil. These programs were the first expansion of Ross into distance learning.
- **MAP – Multi-disciplinary Action Project.** MAP is the defining application project for first year MBAs. Results of these projects are presented to their corporate sponsors. I designed and conducted the first two years of this initiative that now is a fully institutionalized
- **Ross Leadership Initiative.** The Ross Leadership initiative seeks to prepare our students to have the leadership skills necessary in increasingly global and socially conscious business environments. With the guidance of the Dean’s office, I established the concept of leadership skill development as part of the Ross educational experience and piloted the first set of initiatives in this agenda.

AWARDS

- 2013. Cited as one of the **20 Most Influential International Thinkers.** By HR’s Most Influential. <http://www.hrmostinfluential.com/results/hr-most-influential-international-thinkers-2013#sthash.ZJnvyEB5.dpuf>.
- 2011. **William G. Dyer Award for Alumni of the Year.** Organizational Behavior. Marriott School of Management. Brigham Young University. Previous recipients include Allison Davis-Blake, Paul McKinnon, and Dave Ulrich.
- 2000. **Best Paper of the Year.** The editorial board of the *Human Resource Management Journal* awarded me the best HR paper of the year. The article “If HR were strategically proactive?” addresses future role of HR in creating competitive advantage.
- 2000. **Distinguished Visiting Professor of Business Administration.** IAE, Management and Business School, Universidad Austral. Buenos Aires, Argentina. *The Financial Times* has ranked IAE as best business school in Latin America.
- 1996. **Best Research Paper of the Year.** In 1996 this paper on best strategic practices in human resource management was awarded “Best Research Paper of the Year” by the Human Resource Planning Society. This specific paper focused on the re-engineering of the HR function for greater efficiency, value, and customer focus.

- 1989. **Yoder-Heneman Award for Outstanding Research.** This award is shared with Dave Ulrich and Arthur Yeung. It was presented by The Society of Human Resource Management for our research on human resource professional competencies and the linkages among business strategy, corporate culture, and human resource practices. It is given every two to three years for research that makes the greatest contribution to the human resource profession.

BOARD MEMBERSHIPS

- Society of Human Resource Management 2004 – 2006
Alexandria, Virginia
- Human Resource Planning Society 1998-2001
New York City, New York

SCHOLARLY WORK

1. Books

- Ulrich, D., Brockbank, W., Kryscynski, D., & Ulrich, M. (2017). *Victory through Organization: why the war for talent is failing your company and what you can do about it.* New York: NY: McGraw-Hill.
- Ulrich, D., Brockbank, W., Younger, J., & Ulrich, M. (2013). *Global HR competencies: mastering competitive value from the outside in.* New York, NY: McGraw-Hill.
- Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. (2012). *HR from the Outside IN.* New York, NY: McGraw-Hill.
- Ulrich, D., Allen, J., Brockbank, W., Younger, J., & Nyman, M. (2009). *HR Transformation: Building Human Resources from the Outside In.* New York, NY: McGraw-Hill Professional.
- Ulrich, D., Brockbank, W., Johnson, D., Sandholtz, K. & Younger, J. (2008). *HR Competencies: Mastery at the Intersection of People and Business.* Alexandria, VA: Society of Human Resource Management & Provo, UT: The RBL Group.
- Ulrich, D. & Brockbank, W. (2005). *The HR Value Proposition.* Cambridge, Mass: Harvard Press.
- Brockbank, W & Ulrich, D. (2003). *Competencies for the New HR.* Ann Arbor, Michigan: University of Michigan Business School; Alexandria, VA: Society for Human Resource Management, & Global Consulting Alliance.

2. Refereed Journal Articles

Brockbank, W, Ulrich, D., Kryscynski, D, & Ulrich, M. (2017). The Future of HR and Information Capability. *Strategic HR Review*. November.

Ulrich, D., Kryscynski, D., Ulrich, M. & Brockbank, W. 2017. Leaders as Paradox Navigators. *Leader to Leader*. 86: 53-59

Ulrich, D., Kryscynski, D., Ulrich, M. & Brockbank, W. 2017. Competencies for HR Professionals Who Deliver Outcomes. *Employment Relations Today*. 44 (2): 37-44.

Ulrich, D., Brockbank, W., Kryscynski, D., & Ulrich, M. (2016). HR Competency Study Round 7 Insights. *HR Strategy and Planning*. 4:02. Accessed February 25, 2016 at http://www.hr.com/en/magazines/hr_strategy/february_2016_hr_strategy_planning/hr-competency-study-round-7-insights_ikz4akge.html

Ulrich, D., Brockbank, W., Ulrich, M., & Kryscynski, D. (2015). Toward a Synthesis of HR Competency Models: The Common HR Domains. *People + Strategy*. In Press

Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. (2013, May-June). The State of the HR Profession. *Human Resource Management*. May-June 2013, 52 (3). Pp 457-471. Published online in Wiley Online Library. DOI: 10.1002/hrm.21536.

Brockbank, W., Ulrich, D., Younger, J., & Ulrich, M. (2012). The future is now: HR competencies for high performance. *Employment Relations Today*. 39(1)

Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. (2012). How HR competencies trace the evolution of the HR profession. *Human Resource Management Journal*.

Brockbank, W., Ulrich, D., Younger, J., & Ulrich, M. (2012). State of the HR profession. *Human Resource Management Journal*.

Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. (2012). HR talent: The new HR competencies. *Strategic HR Review*. 11(4). Pp 217 – 222.

Krishnan, M.S., Brockbank, W., Ulrich, D., Younger, J., & Ulrich, M. (2012, December). A strategic HR differentiator: technology and information management, part 2. *TMTTC Journal of Management*. Pp 1 – 10.

Krishnan, M.S., Brockbank, W., Ulrich, D., Younger, J., Ulrich, M. (2012, November). A strategic HR differentiator: technology and information management, part 1. *TMTTC Journal of Management*. Pp 1 – 10.

Brockbank, W., Ulrich, D., Younger, J., Allen, Justin, & Smallwood, N. (2009). Building culture from the outside in. *Strategic HR Review*. 8(6). Pp. 20 – 27.

- Brockbank, W. (2009, September). The Challenge for HR in India. *Human Factor Online Journal*. <http://www.thehumanfactor.in/01092009/storyd.asp?sid=415&pageno=1>
- Brockbank, W. & Ulrich, D. (2009, July). The context of talent. *TMTC Journal of Management*. Pp33 – 37.
- Brockbank, W., Ulrich, D. & Allen, J. (2009, July). Creating confidence in crisis. *TMTC Journal of Management*.
- Ulrich, D., Brockbank, W., & Allen, J. (2009, July). HR transformation. *TMTC Journal of Management*.
- Johnson, D., Ulrich, D., & Brockbank, W. (2009, March). The role of strategy architect in the strategic HR organization. *People & Strategy*.
- Ulrich, D., & Brockbank, W. (2008). The business partner model: Ten years on – lessons learned. *TMTC Journal of Management*.
- Ulrich, D., Brockbank, W., & Younger, J. (2008). Twenty-first century HR organization. *Human Resource Management Journal*.
- Brockbank, W., Ulrich, D., Johnson, D. & Younger, J. (2007). Human resource competencies: responding to increased expectations. *Human Resource Management Journal*.
- Brockbank, W., Ulrich, D., Johnson, D. & Younger, J. (2007). The 21st Century HR organization. *Human Resource Management Journal*.
- Ulrich, D., Brockbank, W., Johnson, D. & Younger, J. (2007, Oct 19). Human resource competencies: Responding to increased expectations. *Employment Relations Today*. 34(3). Pp 1 – 12. Wiley Online Library: DOI: 10.1002/ert.20159.
- Quinn, R. & Brockbank, W. (2006). The development of human resource professionals at BAE Systems. *Human Resource Management Journal*.
- Brockbank, W., Ulrich, D., Sioli, A., & Johnson, D. (2005). So. We are at the table. Now what? *The Human Factor*. IIPM Intelligence Unit Publication. India. 2(1). Pp. 46 – 55.
- Brockbank, W. & Ulrich, D. (2005). The work of HR: part two, the flow of information and performance. *Strategic HR Review*.
- Brockbank, W., Ulrich, D., & Yakonich, D. (2005, May). Critical competencies of human resource professionals in high performing firms. *Human Resources*.
- Brockbank, W. (1999). If HR were strategically proactive: Present and future directions of HR as competitive advantage: *Human Resource Management Journal*.

- Brockbank, W., Ulrich, D., & Beatty, R. (1999). HR professional development: creating the future creators at the University of Michigan Business School. *Human Resource Management Journal*. 38(2). Pp 111 – 118.
- Brockbank, W. (1996). HR's future on the way to a presence. *Human Resource Management Journal*. 36(1). Pp 65 – 69.
- Yeung, A. & Brockbank, W. (1995). Re-engineering HR through information technology. *People & Strategy: The Journal of the Human Resource Planning Society*. 18(2).
- Ulrich, D., Brockbank, W. Yeung, A., & Lake, D. (1995). Human resource competencies: an empirical approach. *Human Resource Management Journal*. 34(4). Pp. 473 – 496.
- Yeung, A., Brockbank, W. & Ulrich, D. (1994). Lower cost, higher value: Human resources function in transition. *Human Resource Management Journal*. 17(3). Pp 1 – 16.
- Ulrich, D., Brockbank, W., & Yeung, A. (1990). Beyond belief: A benchmark for human resources. *Human Resource Management Journal*. 28(3). Pp 311 – 335.
- Brockbank, W., Ulrich, D., & Yeung, A. (1989). Human resource competencies: An empirical assessment of future contingencies. *Personnel Administrator*. 34. Pp. 38 – 45.

3. Book Chapters

- Brockbank, W. (2016). “7 Common CHRO Priorities that create *Good* but not *Great* Performance.” In Wright, P., Ulrich, D., Antoine, R., & Sartain, L. (Ed.), *The Chief HR Officer*. Alexandria, VA: Society of Human Resource Management.
- Brockbank, W. (2015). “HR's role in a world of pervasive information.” In Ulrich, D., Schiemann, W. A., & Sartain, L. (Ed.), *The Rise of HR*. Alexandria, VA: HR Certification Institute.
- Ulrich, D. & Brockbank, W. (2011). “HR Roles.” *Encyclopedia of Management Theory*. Thousand Oaks, CA: Sage Publications. DOI:<http://dx.doi.org/10.4135/9781452276090>.
- Ulrich, D., Brockbank, W., & Younger, J. (2008). “The next evolution of the HR organization.” In Storey, J., Wright, P., & Ulrich, D. (Ed.), *The Routledge Companion to Strategic Human Resource Management*. New York, NY: Routledge.
- Ulrich, D. & Brockbank, W. (2008). “HR competencies that make a difference.” In Storey, J., Wright, P., & Ulrich, D. (Ed.), *The Routledge Companion to Strategic Human Resource Management*. New York, NY: Routledge.

- Brockbank, W. (2003). "Convergence of HR, leadership, and change." In Efron, M., Grandosy, R., & Goldsmith, M. (Ed.), *Human Resources in the 21st Century*. Hoboken, New Jersey: John Wiley & Sons.
- Yeung, Arthur & Brockbank, W. (1994). "Rejuvenating human resource function for cost efficiency, customer services, and competitiveness." In Kraus, Scheff, and Gutschelhofer (Eds.), *Human Resource Management in Crisis*. Vienna, Austria: Linde Verlag Wien.
- Brockbank, W. & Ulrich, D. (1990). "Avoiding SPOTS: Creating strategic unity." In Glass, H. (Ed.), *Handbook of Business Strategy 1990*. New York, NY: Gorham, Lambert.
- Ulrich, D., Brockbank, W., & Yeung, A. (1990). "Human resources in the 1990's: Forging personal competencies into functional capability." *Personnel Management Series*. New York, NY: Macmillan, Inc. Pp 919-923.
- Yeung, A., Brockbank, W., & Ulrich, D. (1990). "Organizational culture and human resource practices: An empirical assessment." In Woodman, R. & Pasmore, W. (Eds.), *Research in Organizational Change and Development*, 5. Pp. 59 – 81. Greenwich, CT: JAI Press.

4. Professional Publications

- Brockbank, W. (2019). Learning Loop Requirements in Turbulent Environments. *Inside HR*. April.
- Brockbank, W. (2019). Resurgence of Culture. *Inside HR*. February
- Brockbank, W. (2019). Micro Competitive Advantages in a VUCA World. *Inside HR*. January
- Brockbank, W. (2018). The Imbalance of Strategic and Operational HR Work. *Inside HR*. November.
- Brockbank, W. (2018). Synergy between HR and Information. *Inside HR*. October
- Brockbank, W. (2018). Leveraging Talent Tools for Organisation Advantage *Inside HR*. August
- Brockbank, W. (2018). HR Agendas that Differentiate Firm Competitiveness. *Inside HR*. May.
- Brockbank, W. (2018). Competing Expectations: a blessing and curse. *Inside HR*. March.
- Brockbank, W. (2018). HR's Role in Firm-wide information Architecture. *Inside HR*. January.

- Brockbank, W. (2017). What % of your people create 90% of the value? *Inside HR*. October.
- Brockbank, W. (2017). Alternative approaches to strategy planning. *Inside HR*. August
- Brockbank, W. (2017). Where's the value? HR analytics vs information architecture? *Inside HR*. April.
- Brockbank, W., (2017). HR professional competences versus HR department capabilities. *Inside HR*. January.
- Brockbank, W. (2016) Organizational Capability: the key to organization success. *Inside HR*. 15.
- Brockbank, W. (2016). What is organization? And why is the answer important for HR professionals? *Inside HR*. 14.
- Brockbank, W. (2016). Making the competitive culture a reality. *Inside HR*. 13: 24-25
- Brockbank, W. (2016). Building technical competencies. *Inside HR*. 12: 18-19
- Brockbank, W. (2015). Four Steps to building a high-performance culture. *Inside HR*. 11: 16-17.
- Brockbank, W. (2015). The best of best practices. *Inside HR*. 10: 16-17.
- Brockbank, W. (2015). HR from the outside In. *Inside HR*. 9: 16-17.
- Brockbank, W. (2015). HR vs OD: Let there be peace. *Inside HR*. 8:20-21
- Brockbank, W. (2014). Avenues for HR's relationship with business strategy. *Inside HR*. 7: 20-21.
- Brockbank, W. (2014). Outward looking HR. *People Matters*.
<http://www.peoplesmatters.in/article/2014/12/03/strategic-hr/hr-is-more-outward-looking-than-before/7075>.
- Ulrich, D., Brockbank, W., Younger, J., & Ulrich, M. (2014). *Competencies for HR Professionals Working Outside/In. HR Magazine*.
- Ulrich, D. & Brockbank, W. (2014). Reflections on HR Certification and Competence. *HR Executive*.
- Brockbank, W. (2014). How to structure HR for maximum business benefit. *Inside HR* (Online).
<http://www.insidehr.com.au/how-to-structure-hr-for-maximum-business-benefit/>.
- Brockbank, W. (2014). Keys to unlocking HR's competitive advantage. *Inside HR* (Online).
<http://www.insidehr.com.au/keys-to-unlocking-hrs-competitive-advantage/>.

- Brockbank, W. (2014). Three steps to creating a competitive culture. Inside HR (Online). <http://www.insidehr.com.au/3-steps-to-creating-a-competitive-culture/>.
- Brockbank, W. (2014). How HR can add business value. Inside HR (Online). <http://www.insidehr.com.au/how-hr-can-best-add-business-value/>.
- Brockbank, W. (2014, September 01). What exactly is strategic HR? Inside HR. (Online). <http://www.insidehr.com.au/what-exactly-is-strategic-hr/>.
- Ulrich, D. & Brockbank, W. (2014, June 4). Reflections on HR certification vs. competence. *HR Executive Online*.
- Ulrich, D., Brockbank, W., Younger, J., & Ulrich, M. (2012). Competencies for HR professionals working outside/in. *HR Executive*.
- Ulrich, D., Brockbank, W., & Younger, J. (2012, August). HR Competency: The pros excel in six key roles. *Leadership Excellence*. 29 (8). P. 17.
- Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. (2012, February 26). Evolving expertise. *On Line HR Executive* Pp 38 – 42. <http://www.hreonline.com/HRE/view/story.jhtml?id=533344456&ss=evolving+expertise>.
- Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. (2012, January 04). Exclusive: The six competencies to inspire HR professionals for 2012. *HR Magazine*. <http://www.hrmagazine.co.uk/hr/features/1020649/exclusive-the-competencies-inspire-hr-professionals-2012>.
- Brockbank, W. (2010). Emerging Leadership in BRIC Countries. *People Matters*. <http://www.peoplesmatters.in/article/2010/04/01/leadership/emerging-leadership/350>.
- Ulrich, D., Brockbank, W., & Ulrich, M. (2010, July). Capturing the credible activist. *People and Strategy*.
- Brockbank, W. (2006). Linking the inside with the outside. *HR Monthly*.
- Brockbank, W. (2005). HR's new directive: deliver value to all stakeholders. *Workforce Insights*.
- Brockbank, W. & Ulrich, D. (2005). Building a competitive HR strategy. *MWorld*.
- Brockbank, W. (1998, Winter). Strategic relevance in HR strategy. *Insights*.
- Brockbank, W. (1998, March). Why doesn't this HR department get any respect? (A response by invitation to a case), Harvard *Business Review*.

5. Media/Blog

Brockbank, W. (August 2014). The best HR departments don't just focus on people. Invited blog for *Harvard Business Review*. <https://hbr.org/2014/08/the-best-hr-departments-dont-just-focus-on-people/>

Brockbank, W. (Speaker). (September 2003). *When HR matters*. [Audio recording]. On-line Audio Network.

6. Presentations

Brockbank, W. (November 2015). Linking HR to the Realities of Business. Presentation to Saudi Arabia HR Forum. Jeddah, Saudi Arabia.

Brockbank, W. (November 2015). Strategic HR in the Context of Change. Presentation to the Jeddah Senior HR Leadership Master Class. Jeddah, Saudi Arabia.

Brockbank, W. (February 2015). Being a Business Partner: Insights and Innovations for How HR Delivers Value. Presentation to the RBL Institute. London, England.

Brockbank, W. (November 2014). Driving Business Results through HR. Presentation to the National Human Resource Development Network. New Delhi, India.

Brockbank, W. (February 2014). Designing the flow of competitive Information. Presentation to RBL Institute. London, England.

Brockbank, W. (2013, October). HR & Information Architecture. Paper presented to the Indian NHRDN. Mumbai, India.

Brockbank, W. (2012, September). The next generation of HR thinking. Paper presented to the Singapore Civil Service. Singapore.

Brockbank, W. (2012, June). Leading HR from the outside/in. Paper presented to Michigan Society of Human Resource Management. Lansing, Michigan.

Brockbank, W. (2012, April). Change Insights and HR Implications. Paper presented at Indian NHRDN. Bangalore, India.

Brockbank, W. (2012, March). Developing HR Strategies for Arabian Institutions. Paper presented to the Abu Dhabi Executive Council. Abu Dhabi, UAE.

Brockbank, W. (2011). HR competencies in the Arabian Gulf. Paper presented to the Arabian Society of Human Resource Management. Riyadh, Saudi Arabia.

- Brockbank, W. (2010, March). Strategic HR development. Paper presented to Expansis Conference on HR Leadership. Jeddah, Saudi Arabia.
- Brockbank, W. (2008, September). HR Value Proposition. Paper presented to CIPD Nigeria. Lagos, Nigeria.
- Brockbank, W. (2006, January). Branding, marketing and organization: Strategic linkages for competitive advantage. Paper presented to the World Conference on Human Resource Strategy. Mumbai, India.
- Brockbank, W. (2005, November). HR agendas and competencies that influence business performance. Paper presented to the annual meetings of the Michigan Society of Human Resource Management. Grand Rapids, Michigan.
- Brockbank, W. (2005, June). Developing high impact HR departments. Paper presented to the annual meetings of the Society of Human Resource Management. San Diego, California.
- Brockbank, W. (2005, June). Customers and contributions of strategic human resource management. Paper presented to the annual meetings of the Society of Human Resource Management. San Diego, California.
- Brockbank, W. (2005, May). The HR value proposition in the Pacific Rim. Paper presented to the annual meetings of the Australian Human Resource Management Institute. Sydney, Australia.
- Brockbank, W. (2005, February). Public sector strategic human resource management. Paper presented to the Australian Public Services Agency. Sydney, Australia.
- Brockbank, W. (2004). Business competitiveness and human capability. Paper presented to the Mountain States Employers Association. Denver, Colorado.
- Brockbank, W. (2004, November). Dynamics of competitive HR. Paper presented to the National Human Resource Network. Pune, India.
- Brockbank, W. (2004, June). Developing high impact HR departments and professionals. Paper presented to the annual meetings of the Society of Human Resource Management. New Orleans, Louisiana.
- Brockbank, W. (2004, June). Aspirations that matter: New directions in the HR value proposition. Paper presented to the annual meetings of the Society of Human Resource Management. New Orleans, Louisiana.
- Brockbank, W. (2004, June). Creating the competitive organization through integrated HR. Paper presented to the Mt. Eliza Business School Conference on HR Strategy. Melbourne, Australia.

- Brockbank, W. (2004, March). HR competencies that differentiate firm performance. Paper presented to the Ohio Society of Human Resource Management. Columbus, Ohio.
- Brockbank, W. (2004, March). Making the case for strategic HR. Paper presented to the Human Resource Planning Society of Boston. Boston, Massachusetts.
- Brockbank, W. (2004, February). HR agendas that make a difference. Paper presented to Senior Executive Forum of the New England Human Resource Association. Boston, Massachusetts.
- Brockbank, W. (2004, February). Empirical evidence for strategic HR. Paper presented to the annual meeting of the New England Human Resource Association. Boston, Massachusetts.
- Brockbank, W. & Ulrich, D. (2003). *Competencies for the New HR*. Ann Arbor, Michigan: Society for Human Resource Management, University of Michigan Business School, Global Consulting Alliance.
- Brockbank, W. (2003, October). Performance differentiating leadership competencies. Paper presented to the Michigan Society for Human Resource Management. Ann Arbor, Michigan.
- Brockbank, W. (2003, September). Creating competitive capabilities through effective HR. Paper presented to the China HR Forum. Guangzhou, China.
- Brockbank, W. (2003, September). Market-driven connectivity: The next HR agenda. Paper presented to the Shanghai Human Resource Association. Shanghai, China.
- Brockbank, W. (2003, June). New competencies for new agendas. Paper presented to the annual meeting of the Society for Human Resource Management. Orlando, Florida.
- Brockbank, W. (2003, June). From aspiration to reality: empirical evidence for strategic HR. Paper presented to the annual meeting of the Society for Human Resource Management. Orlando, Florida.
- Brockbank, W. (2003, June). Best performing best employers. Paper presented to the Best-Places to Work meetings for the Society of Human Resource Management. Orlando, Florida. June 2003.
- Brockbank, W. (2003, June). HR strategy in the Pacific Rim. Paper presented to the Mt. Eliza Business School Conference on HR Executives as Business Leaders. Melbourne, Australia.
- Brockbank, W. (2003, March). HR practices that drive business results. Paper presented to the Management Centre Turkey Annual Conference for Human Resource Management. Istanbul, Turkey.

- Brockbank, W. (2002, December). Driving business performance through HR. Paper presented to the CEO Forum at Leading Edge Concepts. Dubai, United Arab Emirates.
- Brockbank, W. (2002, November). Evolving competencies for evolving markets. Paper presented to the European Conference on the Competencies for the New HR at the Rotterdam School of Management. Rotterdam, Holland.
- Brockbank, W. (2002, November). HR into the future. Paper presented to the Current Topics Global Teleconference of the Human Resource Planning Society.
- Brockbank, W. (2002, November). High value-added HR competencies for high value-adding HR professionals. Paper presented to the Annual SHRM Leadership Conference.
- Brockbank, W. (2002, September). Competencies for the new HR in India. Paper presented at the Academy for Management Excellence. Chennai, India.
- Brockbank, W. (2002, August). HR Agendas and Business Performance. Paper presented to the China HR Forum. Shanghai, China.
- Brockbank, W. (2002, August). HR strategies that drive business success. Paper presented to the First Annual Conference on HR Management in China. Beijing, China.
- Brockbank, W. (2002, July). Customizing HR strategy to national and regional business conditions. Paper presented to the HR Network for Central and Eastern Europe. Budapest, Hungary.
- Brockbank, W. (2002, June). Competencies for the new HR. Paper presented to the annual meetings of the Society of Human Resource Management. Philadelphia, Pennsylvania.
- Brockbank, W., Sioli, A. & Ulrich, D. (2001). So, we are at the table! Now what? Paper presented at the ICEDR Annual Conference. Ann Arbor, Michigan.
- Brockbank, W. (2001, June). Performance differentiating HR competencies. Paper presented to the International Consortium for Executive Development and Research. Ann Arbor, Michigan.
- Brockbank, W. (2001, June). New trends of human resource strategy development. Paper presented to the Rotterdam School of Management. Rotterdam, Holland.
- Brockbank, W. (2001, April). Next generation of HR value-added. Paper presented to the Management Centre Europe. Barcelona, Spain.
- Brockbank, W. (2001, April). Best Practices in Proactive HR Strategy Development. Paper presented to the Human Resource Congress of Chile. Santiago, Chile.

- Brockbank, W. (2001, March). Player based capabilities. Paper presented to AMOCOM. Buenos Aires, Argentina.
- Brockbank, W. (2001, March). Human resources: Key to profitability. Paper presented to the Seminarium. Mexico City, Mexico.
- Brockbank, W. (2001, March). HR at the strategy table. Paper presented to the Seminarium. Lima, Peru.
- Brockbank, W. (2001, February). Contribution of HR to the strategy discussion. Paper presented to the 5th Handelsblatt Congress. Berlin, Germany.
- Brockbank, W. (2001, February). Creating competitive capabilities in telecommunications.” Paper presented to the first annual Conference on Leadership in Telecommunications. Goa, India.
- Brockbank, W. (2000, July). Human Resource Strategy and Global Competitiveness. Paper presented to the Egyptian Society for Human Resource Management. Cairo, Egypt.
- Brockbank, W. (1998, September). Optimizing institutional value in the midst of change. Paper presented at the Society of Human Resource Management. San Diego, California.
- Brockbank, W. (1998, February). Creating strategic alternatives through human resource management. Paper presented at the International Consortium for Executive Development Research. Ann Arbor, Michigan.
- Brockbank, W. (1998, January). Organization capability as the foundation of core business competencies. Paper presented to the NE Human Resource Planning Society. Boston, Massachusetts.
- Brockbank, W. (1997, November). Building strategic alternatives: the next generation of HR value-added. Paper presented to the New England Human Resource Association. Boston, Massachusetts.
- Brockbank, W., Ulrich, D., & James, C. (1997, October). Trends in human resource competencies. Third Conference on Human Resource Competencies. University of Michigan School of Business. Ann Arbor, Michigan.
- Brockbank, W. (1997, October). New directions in HR value added. Paper presented at the Ninth Annual Human Resource Executive Forum. San Diego, California.
- Brockbank, W. (1997, September). Aligning business strategy and human resources through cultural competencies. Paper presented at the Fourth International Conference on Competency-Based Organizational Performance.

- Brockbank, W. (1997, August). Competencies for human resource professionals. Paper presented at the National Academy of Management Meetings. Boston, Massachusetts.
- Brockbank, W. (1997, June). People-based business strategies: the logic, process, and outcomes of HR-strategy linkages. Paper presented at the 49th Annual Conference of the Society for Human Resource Management. San Diego, CA.
- Brockbank, W. (1997, April). HR strategy development: logic and process. Paper presented at the 20th annual meeting of the California Society of Human Resource Management. San Francisco, CA.
- Brockbank, W. (1996, June). April high value-added agendas: the future of HR. Paper presented to the Michigan Chapter of the Society of Human Resource Management. Detroit, Michigan.
- Brockbank, W. (1993, July). Strategic justification of best HR practices. Paper presented at the Senior Executive Forum of the American Society for Healthcare Human Resources Administration of the American Hospital Association. Philadelphia, Pennsylvania.
- Brockbank, W. & Heisler, W. J. (1993, July). Values at work. Paper presented at the Second International Conference on Social Values. University of Oxford. Oxford, England.
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Note: From July 2006 until July 2008, I was on leave of absence from professional activities to preside full-time over the Nigeria Calabar Mission and the Ghana Accra Mission for the Church of Jesus Christ of Latter-day Saints.

CONSULTING EXPERIENCE

STRATEGY PLANNING AND STRATEGY IMPLEMENTATION

Consulting experience in this area focuses on the development and implementation of company-specific strategies and strategic planning processes. Activities with clients have included the following: market research, competitive analysis, internal technology and financial analysis, corporate values identification, establishment of specific action plans, identification of support structures for strategy plan implementation and institutionalization of commitment to strategy-specific change. Outcomes have focused on market penetration, effective marketing strategies, quality improvement, cost reduction, and the creation of customer focused organizations.

STRATEGIC HUMAN RESOURCE MANAGEMENT

My consulting on issues concerning human resource management and organization design integrates corporate strategic considerations with human resource practices, organization design and strategic leadership. Focus is on creating and implementing strategically relevant human resource practices and more competitive forms of organization. Other areas of involvement have included stakeholder surveys, diversity strategy, productivity and quality improvement efforts, organization restructuring, merger facilitation, executive training program development, linking specific human resource functions to business plans, and organization development interventions with senior management.

EXECUTIVE DEVELOPMENT

I design and deliver a variety of executive programs. Workshops generally focus on three topics: strategic human resource management, organization design and business strategy, Workshop subject matter includes strategy development, strategy implementation, and best practices in human resource management, corporate commitment building, and organization restructuring for increased competitiveness. These workshops have strong global components and are held in every continent.

He has consulted in these areas with major corporations on every continent. Among his clients have been General Electric, BAE Systems, Eli Lilly, Cathay Pacific Airways, Unilever, Harley-Davidson, Citigroup, Shell, Lafarge, Mahindra and Mahindra, Wyeth, Microsoft, IBM, Tata Group, Handelsblatt, ICICI Bank, Perez Companc, Larson and Toubro, Sony-Ericsson, Infosys, Cisco, Godrej Group, NASA, Medtronic, Rolls Royce, Dell, Ford, Walt Disney Corporation, General Motors, BP, Abu Dhabi Executive Council, Pfizer, Flextronics, Verizon, Allianz, Cemex, Assurant, AXA, Nestle, McKesson, Pfizer, Intel, Boston Scientific, RPG (India), Saudi Aramco, Texas Instruments, Exxon-Mobil, Wal-Mart, JP Morgan, Ericsson, Novo Nordisk, Novartis, Royal Mail, Equate (Kuwait) Goldman-Sachs, Hewlett-Packard and others. He has also participated in workshops for the Academy of Management, Linkage, The Conference Board, Society of Human Resource Management, Singapore Civil Service, Strategy Planning Forum, Beijing Institute of Foreign Trade, Hong Kong Institute of Management, National HRD Network (India) Human Resource Planning Society, and the Arabian Society of Human Resource Management.