

The HR Portfolio

Six programmes for HR leaders and HR professionals.

MCE HR GUIDE 2026

THE FUTURE OF HR · 2026

MCE HR PROGRAMMES 2026

The portfolio at a glance

Six programmes, one for each of the pressures explored in The Future of HR guide — from applying AI across HR to building a culture of trust.

	PROGRAMME	DURATION	FORMAT	FEE	PAGE
01	**AI for HR Professionals** Transforming HR and the Future of Work New · Mid-level · Senior	3 days	Face-to-Face & Live Online	**€3,795**	03
02	**Mini MBA for HR Professionals** Becoming a Strategic Business Partner New · Mid-level · Senior	5 days	Face-to-Face (5 days) or Live Online (12 sessions)	**€4,295**	05
03	**Strategic Workforce Planning for HR Professionals** Building the Workforce Your Organization Will Need New · Mid-level · Senior	3 days	Face-to-Face & Live Online	**€3,795**	07
04	**Talent Management for HR Professionals** Recruiting, Reskilling and Succession in the AI Era New · Mid-level · Senior	3 days	Face-to-Face & Live Online	**€3,795**	09
05	**Performance Management for HR Professionals** Equipping Managers to Drive Performance New · Mid-level · Senior	2 days	Face-to-Face & Live Online	**€3,295**	11
06	**Employee Relations and Engagement for HR Professionals** Building a Culture of Trust New · Mid-level · Senior	2 days	Face-to-Face & Live Online	**€3,295**	13

Face-to-Face & Live Online — every programme runs in the classroom and in live online sessions, with the same content, faculty and peer exchange. Levels — each programme shows the management levels it is designed for: New, Mid-level and Senior managers. All six can also be delivered in-company for your team. Dates and locations: see mce.eu.

NEW

AI for HR Professionals

Transforming HR and the Future of Work

A practical, applied programme for HR professionals at every level. Use AI across your HR processes, manage the risks it brings to people decisions, and prepare your organization for what comes next.



WHO IS IT FOR

- HR coordinators, generalists and specialists
- HR business partners and HR managers
- HR directors and heads of HR
- Talent acquisition, learning & development, reward and HR operations leaders

Made for HR professionals at every level. No technical background is required.

LEVEL

New | Mid-level | Senior

WHAT YOU'LL LEARN, PRACTISE AND USE

Learn

- Where AI creates real value across core HR areas
- The key risks — privacy, bias, employee data — and what the EU AI Act and GDPR mean for HR
- How AI is changing jobs, tasks, skills and career paths

Practise

- Using AI tools on real HR work: job profiles, interview guides, onboarding plans, policy drafts, people data
- Case studies and group discussion on real-world HR scenarios
- Assessing an HR use case for value and risk

Use

- The AI Skills Assessment for HR Professionals, applied to your HR function and organization
- Frameworks, checklists and templates you can use on day one
- Your priorities and 90-day action plan

WHY THIS PROGRAMME MATTERS TO YOU

- AI is already inside your recruiting, onboarding, learning and performance processes — often brought in by vendors or individual teams, not by an HR strategy.
- Employees and managers are turning to HR for answers: which jobs will change, which skills matter, and what is allowed.
- The EU AI Act classifies AI used in recruitment, promotion and performance decisions as high-risk. HR carries much of that accountability.
- Your executive team expects HR to lead the people side of AI across the organization — not only to adopt new tools.
- You need a practical plan you can take back to your organization, not another overview.

KEY COMPETENCES

- AI Literacy
- Responsible AI
- HR Process Design
- Workforce Readiness
- Manager Enablement
- Change Leadership

Practical Information

FACE-TO-FACE

3 days

€3,795

LIVE ONLINE

3 days

€3,795

SCAN HERE

AVAILABLE IN-COMPANY

This programme is available as an in-company solution for your teams. mce.eu/inco

FULL OUTLINE, DATES & LOCATIONS →

Programme modules

DAY 1

MODULE 1
AI and the future of HR work

- What AI can and cannot do — cutting through the hype
- How the HR conversation is moving from using AI to preparing the organization for AI
- Where you stand today: the AI Skills Assessment for HR Professionals

MODULE 2
Apply AI across HR

- Practical uses across recruiting, onboarding, performance and employee experience
- AI in people analytics and HR operations
- Hands-on: applying AI tools to your own HR tasks
- Choosing tools and vendors: value, integration, data and cost

DAY 2

MODULE 3
Navigate risk and responsible AI

- Privacy, bias and the responsible use of employee data
- Governance and transparency: the EU AI Act, GDPR and your AI use policy
- When human judgement matters — and must stay in the decision

MODULE 4
Understand how AI is changing work

- The impact on jobs, tasks, skills and career paths
- How organizations find, develop and retain the right talent for the future of work
- Building AI literacy across the workforce — without de-skilling

DAY 3

MODULE 5
Support employees and managers

- Changing employee expectations — and how HR responds
- Performance and AI adoption: helping managers lead teams that work with AI
- Building trust, and the human skills that become even more important

MODULE 6
Turn learning into action

- Assessing opportunities, risks and skill gaps in your HR function and organization
- Mapping development needs across HR, managers and the wider workforce
- Prioritizing what to do first — and where deeper capability is needed
- Your 90-day action plan, reviewed with HR peers

BUSINESS IMPACT

What your organization gains

- A clear, prioritized plan for AI in HR — owned by HR, agreed with the business
- Employees and managers better prepared for AI-driven change
- Lower legal and reputational risk in AI-supported people decisions
- An HR function ready to lead the organization's response to AI

Upcoming sessions

Dates and locations to be confirmed.

mce.eu/programmes/ai-for-hr-professionals/

Register at mce.eu

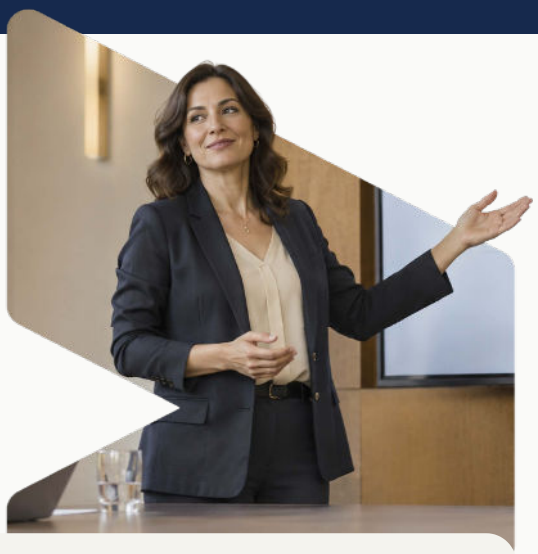
Also available in-company

NEW

Mini MBA for HR Professionals

Becoming a Strategic Business Partner

A complete business education for HR professionals moving into strategic roles. Strategy, finance, operations and people analytics, applied to the decisions HR shapes every day, with the influence to bring them to the executive table.



WHO IS IT FOR

- HR directors and senior HR business partners
- HR managers moving into strategic or business-partner roles
- Mid-level managers taking on broader people and business responsibilities
- Heads of talent, learning and development preparing for broader HR leadership
- HR leaders who sit on, or report to, the executive team

No prior business or finance training is required.

LEVEL

New · Mid-level · Senior

WHAT YOU'LL LEARN, PRACTISE AND USE

Learn

- How the business creates value: strategy, finance, customers and operations
- How to read a P&L, balance sheet and cash-flow statement
- How people decisions drive business results
- How AI is reshaping strategy, operations and the workforce

Practise

- Building a business case for an HR investment
- Turning people data into a clear recommendation for executives
- Acting as HR partner in a leadership-team business case

Use

- Your HR strategy, linked to business priorities
- A people-metrics dashboard for your executive team
- Your development plan as a strategic partner

WHY THIS PROGRAMME MATTERS TO YOU

- Your CEO and executive team want an HR leader who speaks strategy, finance and results — not only people processes.
- Workforce cost, reward and restructuring are business decisions. They are judged on business numbers.
- You have more people data than ever, but turning it into insight the executive team trusts is still difficult.
- Many HR careers build deep functional expertise without a formal grounding in strategy, finance and operations.
- AI and constant change raise the stakes: the business needs HR to shape transformation, not follow it.

KEY COMPETENCES

- Business Acumen
- Financial Literacy
- AI & Business Strategy
- People Analytics
- Organizational Design
- Executive Influence

Practical Information

FACE-TO-FACE

5 days

€4,295

LIVE ONLINE

12 sessions

€4,295

SCAN HERE

FULL OUTLINE, DATES & LOCATIONS →

AVAILABLE IN-COMPANY

This programme is available as an in-company solution for your teams. mce.eu/inco

Programme modules

MODULE 1

The strategic HR partner

- What CEOs and executive teams need from HR today
- From service provider to business partner
- Mapping your key stakeholders and their priorities

MODULE 2

Business strategy essentials

- Business models and competitive strategy
- How AI is changing business models and competition
- How strategy becomes priorities, budgets and targets
- Translating strategy into people implications

MODULE 3

Finance for HR professionals

- Reading the P&L, balance sheet and cash-flow statement
- The ratios your CFO watches — and why
- How HR decisions show up in the numbers

MODULE 4

The economics of people

- Workforce cost, productivity and return on investment
- Reward as a business lever
- The business case for AI: cost, productivity and people impact
- Building a business case your CFO will support

MODULE 5

Customers, markets and operations

- How value is created for customers
- Marketing and commercial basics for HR
- Operations, processes and productivity

MODULE 6

Organizational design

- Structures, roles and decision rights
- Designing roles and structures for work shared with AI
- Designing for agility and growth
- Restructuring with care and credibility

MODULE 7

People analytics for decisions

- The people metrics that matter to the business
- From data to insight to recommendation
- Using AI in people analytics — responsibly

MODULE 8

Workforce, talent and succession strategy

- Linking workforce plans to business strategy
- How AI changes demand for roles and skills
- Talent and succession as business risk
- Skills for the future: build, buy or borrow

MODULE 9

Influence and executive presence

- Consulting skills for HR business partners
- Challenging senior leaders with credibility
- Presenting to the executive team and the board

MODULE 10

Leading transformation — capstone

- HR's role in leading change and transformation
- Leading the people side of AI transformation
- Capstone: present your HR strategy to a leadership panel
- Your personal action plan

Goes well with AI for HR Professionals for the hands-on side of AI in HR processes.

BUSINESS IMPACT

What your organization gains

- An HR strategy clearly linked to business priorities
- People investments backed by solid business cases
- Executive decisions informed by reliable people data
- A stronger pipeline of HR leaders ready for the executive table

Upcoming sessions

Dates and locations to be confirmed.

mce.eu/programmes/mini-mba-for-hr-professionals/

Register at mce.eu

Also available in-company

NEW

Strategic Workforce Planning for HR Professionals

Building the Workforce Your Organization Will Need



Plan the workforce together with the business. Analyse roles

WHO IS IT FOR

- HR directors and HR business partners
- Workforce planning and people analytics specialists
- Talent and organizational development leaders
- Mid-level managers who plan teams, capacity and skills with HR
- Finance and operations managers who plan capacity with HR

Basic comfort with spreadsheets is helpful.

LEVEL

New | Mid-level | Senior

WHAT YOU'LL LEARN, PRACTISE AND USE

Learn

- The planning process, from business strategy to workforce actions
- How AI changes demand for tasks, roles and skills
- Which data and models support workforce decisions

Practise

- Analysing a role task by task for AI impact
- Building workforce scenarios for a business case
- Running a supply–demand gap analysis

Use

- A workforce planning framework and toolkit
- A skills and gap map for one critical business area
- Your implementation plan

WHY THIS PROGRAMME MATTERS TO YOU

- Your annual headcount plan is out of date before the year starts. The business needs a plan that moves with it.
- AI is changing the tasks inside roles faster than job descriptions can follow.
- Executives ask HR hard questions: how many people, with which skills, where, and at what cost — over the next three years.
- The World Economic Forum identifies skills gaps as the primary barrier to business transformation. Closing them starts with planning.
- Workforce planning works when HR, finance and operations build it together — and HR is expected to lead.

KEY COMPETENCES

- Workforce Planning
- Scenario Planning
- Work Redesign
- Skills Mapping
- Workforce Analytics
- Business Partnering

Practical Information

FACE-TO-FACE

3 days

€3,795

LIVE ONLINE

3 days

€3,795

AVAILABLE IN-COMPANY

This programme is available as an in-company solution for your teams. mce.eu/inco

SCAN HERE

FULL OUTLINE, DATES & LOCATIONS →

Programme modules

DAY 1

MODULE 1

Why workforce planning must change

- From headcount budgets to strategic capability
- Linking workforce plans to business strategy
- Workforce planning maturity: where your organization stands

MODULE 2

Understanding workforce demand

- Business drivers and critical roles
- How AI and automation change demand for tasks and skills
- Scenario planning: several futures, not one forecast

DAY 2

MODULE 3

Redesigning work, task by task

- Breaking roles down into tasks
- What AI augments, what it automates, what stays human
- Designing new roles and career paths

MODULE 4

Understanding workforce supply

- Your current workforce: skills inventories and data
- Attrition, retirement and internal mobility
- Reading the external labour market

DAY 3

MODULE 5

Closing the gap

- Build, buy, borrow or automate
- Reskilling, hiring, contractors and flexible workforce models
- Costing the options and building the business case

MODULE 6

Making workforce planning stick

- Governance and partnership with finance and operations
- Workforce metrics and dashboards
- Your implementation plan, reviewed with peers

BUSINESS IMPACT

What your organization gains

- Workforce decisions based on scenarios, not guesswork
- An earlier view of skills gaps and workforce risks
- Lower cost of reactive hiring and restructuring
- HR and finance aligned on one workforce plan

Upcoming sessions

Dates and locations to be confirmed.

mce.eu/programmes/strategic-workforce-planning-for-hr-professionals/

Register at mce.eu

Also available in-company

NEW

Talent Management for HR Professionals

Recruiting, Reskilling and Succession in the AI Era

Build one connected talent system: fair and compliant AI-supported hiring, skills-based development, reskilling at scale and succession for roles that are still changing.



WHO IS IT FOR

- Talent acquisition and recruitment leaders
- Talent management and succession leads
- Learning & development leaders
- HR business partners and HR directors responsible for talent

LEVEL

New | Mid-level | Senior

WHAT YOU'LL LEARN, PRACTISE AND USE

Learn

- How AI is changing recruiting, selection and candidate behaviour
- How skills-based approaches work for hiring, development and mobility
- What the EU AI Act and pay transparency mean for your talent processes

Practise

- Designing a fair, AI-supported selection process
- Building a skills profile for a critical role
- Assessing succession readiness for key positions

Use

- A skills-based talent framework for your organization
- A reskilling plan for one priority population
- Your succession and internal mobility action plan

WHY THIS PROGRAMME MATTERS TO YOU

- AI has changed recruiting on both sides: your team uses it to screen, and candidates use it to apply. Separating signal from noise is harder.
- The skills your organization needs are changing faster than you can hire for them.
- AI in recruitment is classified as high-risk under the EU AI Act, and the EU Pay Transparency Directive changes what you tell candidates.
- Succession plans built on today's roles may not prepare the leaders you will need in five years.
- Hiring, development and succession still sit in separate processes — when they need to work as one talent system.

KEY COMPETENCES

- Talent Acquisition
- Skills-Based Hiring
- Reskilling Strategy
- Succession Planning
- Internal Mobility
- Responsible AI

Practical Information

FACE-TO-FACE

3 days

€3,795

LIVE ONLINE

3 days

€3,795

AVAILABLE IN-COMPANY

This programme is available as an in-company solution for your teams. mce.eu/inco

SCAN HERE

FULL OUTLINE, DATES & LOCATIONS →

3 DAYS · €3,795

Programme modules

DAY 1

MODULE 1
Recruiting after AI

- How AI is changing sourcing, screening and selection
- When candidates use AI too: assessing real capability
- Candidate experience and employer brand in an AI world

MODULE 2
Fair and compliant hiring

- High-risk AI in recruitment: what the EU AI Act means for you
- Bias, transparency and human oversight in selection
- Pay transparency: what changes for job adverts and candidate conversations

DAY 2

MODULE 3
Skills-based talent

- Moving from job titles to skills
- Building skills profiles and a skills taxonomy that stays useful
- Hiring for potential, not only experience

MODULE 4
Reskilling at scale

- Identifying the skills that will grow and decline
- Designing reskilling pathways that people complete
- Building a culture of continuous learning

DAY 3

MODULE 5
Succession and internal mobility

- Succession planning for roles that are still changing
- Assessing readiness and potential fairly
- Internal talent marketplaces and career paths

MODULE 6
One talent system

- Connecting hiring, development and succession
- Talent metrics that matter to the business
- Your talent action plan, reviewed with peers

BUSINESS IMPACT

What your organization gains

- Faster, fairer hiring with lower compliance risk
- A stronger internal pipeline for critical and leadership roles
- Skills gaps closed through reskilling, not only recruitment
- Better retention through visible career paths



Upcoming sessions

Dates and locations to be confirmed.

mce.eu/programmes/talent-management-for-hr-professionals/

Register at mce.eu

Also available in-company

NEW

Performance Management for HR Professionals



Equipping Managers to Drive Performance

Design a performance system that works in practice, and equip your managers to run it: clear goals, regular conversations, fair decisions and teams that work with AI.

WHO IS IT FOR

- HR business partners and HR managers
- Performance, reward and talent specialists
- OD and L&D professionals
- HR professionals new to a management role or redesigning performance processes

LEVEL

New | Mid-level | Senior

WHAT YOU'LL LEARN, PRACTISE AND USE

Learn

- What makes a performance system work today — and what to stop doing
- How to measure performance and productivity in hybrid and AI-supported teams
- Where AI can support performance processes, and where it should not decide

Practise

- Redesigning a performance cycle for your organization
- Coaching a manager through a difficult performance conversation
- Calibrating ratings for fair pay and promotion decisions

Use

- A performance system design for your organization
- A manager toolkit for goals, feedback and check-ins
- Your roll-out and change plan

WHY THIS PROGRAMME MATTERS TO YOU

- Annual reviews take a lot of time, and managers and employees often see little value in them.
- Hybrid and AI-supported work make performance harder to see — and easier to judge unfairly.
- Every change HR designs lands on managers. Many were never prepared to lead performance through uncertainty.
- The business wants productivity. Employees want fairness, feedback and growth. Your system has to deliver both.
- Performance data is increasingly used in pay and promotion decisions — raising the bar for fairness and transparency.

KEY COMPETENCES

- Performance Design
- Goal Setting
- Feedback Culture
- Manager Enablement
- Productivity
- Fair Decisions

Practical Information

FACE-TO-FACE

2 days

€3,295

LIVE ONLINE

2 days

€3,295

SCAN HERE

FULL OUTLINE, DATES & LOCATIONS →

AVAILABLE IN-COMPANY

This programme is available as an in-company solution for your teams. mce.eu/inco

2 DAYS · €3,295

Programme modules

DAY 1

MODULE 1
Rethinking performance management

- Why many performance systems disappoint
- Continuous performance: goals, check-ins and feedback
- Designing the right cycle for your organization

MODULE 2
Performance in hybrid and AI-supported work

- Measuring outcomes, not activity
- Productivity when people work with AI
- Using AI in performance processes — responsibly

DAY 2

MODULE 3
Managers at the centre

- Equipping managers to lead performance through change
- Coaching, feedback and difficult conversations
- Managing underperformance fairly and early

MODULE 4
Fair decisions and lasting change

- Calibration and the link to pay and promotion
- Reducing bias in performance judgements
- Your roll-out plan, reviewed with peers

BUSINESS IMPACT

What your organization gains

- Clearer goals and higher productivity across teams
- Managers who hold regular, effective performance conversations
- Fairer, better-documented pay and promotion decisions
- Less time spent on process, more on performance

Upcoming sessions

Dates and locations to be confirmed.

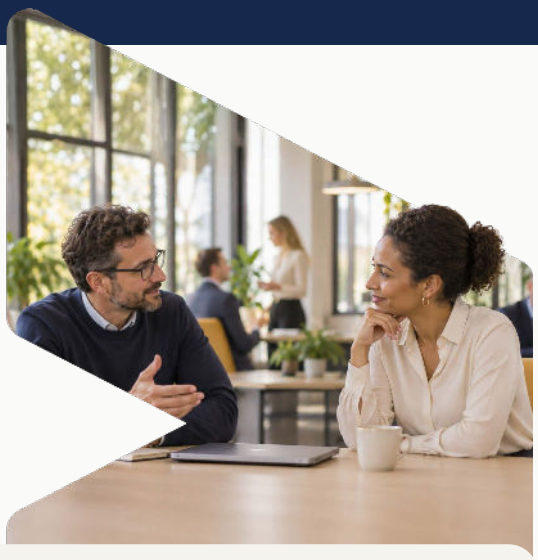
mce.eu/programmes/performance-management-for-hr-professionals/

Register at mce.eu

Also available in-company

NEW

Employee Relations and Engagement for HR Professionals



Building a Culture of Trust

Strengthen trust, engagement and psychological safety, and handle complaints, conflict and investigations with fairness, consistency and care.

WHO IS IT FOR

- HR business partners and HR managers
- Employee relations and employee experience specialists
- Culture, engagement and OD professionals
- HR professionals who handle complaints, conflict and investigations

LEVEL

New | Mid-level | Senior

WHAT YOU'LL LEARN, PRACTISE AND USE

Learn

- What builds and breaks trust in organizations — especially during change
- How psychological safety drives performance and learning
- Principles for fair, consistent employee relations

Practise

- Diagnosing trust and engagement from your own data
- Handling a difficult employee relations case from complaint to resolution
- Communicating change in a way that keeps trust

Use

- A trust and engagement action plan for your organization
- An employee relations case-handling framework
- Your plan to build psychological safety with leaders

WHY THIS PROGRAMME MATTERS TO YOU

- Constant change and AI make employees uncertain about their future. Trust is harder to build and easier to lose.
- Engagement scores show a problem, but not always what to do about it.
- People need to feel safe to speak up — about mistakes, concerns and new ideas — for performance to hold.
- Complaints, conflicts and investigations land on HR, and how they are handled shapes trust across the organization.
- As more work is supported by technology, human skills — judgement, empathy, influence — matter more, not less.

KEY COMPETENCES

- Organizational Trust
- Psychological Safety
- Employee Engagement
- Employee Relations
- Wellbeing
- Human Skills

Practical Information

FACE-TO-FACE

2 days

€3,295

LIVE ONLINE

2 days

€3,295

AVAILABLE IN-COMPANY

This programme is available as an in-company solution for your teams. mce.eu/inco

SCAN HERE

FULL OUTLINE, DATES & LOCATIONS →

Programme modules

DAY 1

MODULE 1
Trust as the foundation of culture

- What builds and breaks trust at work
- How AI and constant change test trust
- Diagnosing trust and engagement in your organization

MODULE 2
Psychological safety and engagement

- Making it safe to speak up, challenge and learn
- Engagement and wellbeing that go beyond the survey
- Equipping leaders to build trust day to day

DAY 2

MODULE 3
Employee relations with fairness

- Handling complaints, conflict and grievances
- Running fair, well-documented investigations
- Difficult conversations with empathy and clarity

MODULE 4
Human skills and lasting culture

- Judgement, empathy and influence in the AI era
- Communicating change without losing trust
- Your culture action plan, reviewed with peers

BUSINESS IMPACT

What your organization gains

- Higher engagement and retention through periods of change
- Fewer escalated conflicts, and cases handled consistently
- Leaders who build trust in everyday decisions
- A culture where people speak up early — before problems grow

Upcoming sessions

Dates and locations to be confirmed.

mce.eu/programmes/employee-relations-and-engagement-for-hr-professionals/

Register at mce.eu

Also available in-company

JOINING A PROGRAMME

Ways to learn with MCE

Open programmes

Join HR peers from different organizations, industries and countries. Learn from experienced faculty, exchange practice and leave with a plan you can apply straight away.

Face-to-Face & Live Online

Selected programmes run both in the classroom and in live online sessions — the same content, faculty and peer exchange, in the format that suits your schedule.

In-company

Any programme in this portfolio can be delivered for your own HR team or managers, adapted to your organization, your cases and your priorities.

Looking for something built around your organization?

MCE also creates customized learning solutions — starting from an existing programme, or starting from your strategy.

ABOUT MCE

For more than 60 years, MCE has helped organizations develop leaders, strengthen capabilities and accelerate transformation across industries and international markets. Working with professionals and organizations throughout Europe, the Middle East, Africa and beyond, MCE specializes in executive education, leadership development, customized learning solutions and organizational capability building.

Dates, venues and registration

See upcoming sessions, check availability and register online — or speak with an MCE advisor about the right programme for you and your team.

PROGRAMMES AND REGISTRATION

mce.eu

FREE AI SKILLS ASSESSMENT FOR HR

mce.eu/ai-skills-assessment-for-hr