
The Modern CHRO Programme

26 – 30 April 2027
Tokyo





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Ref: 1315_2937 **Date:** 26 – 30 April 2027 **Location:** Tokyo **Fees:** 6900 GBP

The Modern CHRO Programme is a two-week senior executive programme delivered by Mars Training Centre in London, Geneva, Dubai, New York, and Tokyo — designed for Chief Human Resources Officers, Chief People Officers, and HR directors preparing to step into the top HR role.

The CHRO role has changed more in the past five years than in the previous twenty. The work now spans culture, transformation, artificial intelligence and the workforce, executive reward and remuneration-committee work, succession at the highest level, human-capital risk, people analytics, employee relations across multiple jurisdictions, and the lived politics of the executive committee. CHROs are expected to be commercially fluent partners of the CEO and CFO and credible custodians of culture and conduct — at the same time, in front of the same board.

Across two consecutive working weeks of two weeks, you will work through the full breadth of the modern CHRO mandate: strategy and operating-model design, commercial and financial fluency, executive reward, talent and succession at the top, transformation and artificial intelligence, employee relations and risk, board and remuneration-committee work, people analytics, and the personal leadership demands of the role. The programme is delivered by senior practitioners who have held CHRO or equivalent roles in large organisations.

What You Will Learn

- Design and defend a CHRO-level HR strategy aligned to corporate strategy.
- Build and govern a credible HR operating model at executive scale.
- Read and interrogate financial statements at the level of a CHRO.
- Lead executive reward and remuneration-committee work.
- Manage senior succession, including CEO succession, with rigour.
- Lead culture and transformation work at executive scale.
- Govern human-capital risk and report it to the board.
- Apply people analytics at the level the board expects.
- Govern employee relations and labour-relations risk across jurisdictions.
- Lead the CHRO conversation with the CEO, CFO, chair, and remuneration committee.
- Manage the personal demands of the CHRO role — resilience, presence, voice.

How You Will Benefit

You will leave with a complete, defensible view of how to operate as a modern CHRO and a Mars Certificate of Completion.

Your organisation will gain a CHRO who can hold the seat at the executive committee with commercial, technical, and personal credibility, and shape decisions across the agenda, not just the people agenda.



Who This Programme Is For

This programme is designed for:

- Chief Human Resources Officers and Chief People Officers
- Group HR Directors preparing for CHRO appointments
- HR Directors in CHRO-successor roles
- Heads of HR at major business units of multinational organisations
- Senior public-sector HR executives at director-general or equivalent level
- Senior in-house HR leaders working directly with the executive committee
- HR leaders moving into CHRO roles from adjacent functions

The seniority floor is HR director and above, with line-of-sight to a CHRO role. The programme runs in person over two weeks across two consecutive working weeks, and delegates receive a Mars Certificate of Completion.