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Marching Sheep
Structures • Processes • Leadership • Diversity

FICCI 100
100 YEARS OF BUILDING TOMORROW

The Strategic HR Business Partner Certification

The action-learning certification that turns HR leaders into full strategic partners to the business.

PROGRAMME STARTS	FORMAT	COHORT
Friday 20 November 2026	Live and Virtual	Small Batch

THE 2026 CONTEXT

Three forces are converging on HR at once.



Each one is reshaping what CHROs and boards need from their HR business partners. None of them waits for the org chart to catch up.

1 AI has moved from pilot to performance

2025 was the year of AI pilots. 2026 is the year CHROs must show agentic AI ROI. Scaling — not experimenting — is now the hard part.

Gartner / CHRO Association, 2026 CHRO Survey

91%

of HR executives rank AI & workplace digitization among their top priorities

2 Geopolitical & economic volatility is now the operating condition

Instability, inflation and regulatory ambiguity are the top three external forces CHROs say will shape performance this year.

CHRO Association, 2026 CHRO Survey (Mar 2026)

46%

of CHROs cite geopolitical instability as the top external business threat

3 The skills gap is outrunning the org chart

Multigenerational, hybrid and gig workforces have made one-size HR policy obsolete. Learning remains the single strongest retention lever.

LinkedIn, 2026 Talent Velocity Advantage Report

86%

of organisations cannot see their skills or mobilise talent fast enough

WHY THIS PARTNERSHIP

Two institutions, one standard.

MarchingSheep

Structures • Processes • Leadership • Diversity

A DEI consulting firm working across industries and geographies since 2013.

378+

client engagements

30+

Fortune 500 clients

50+

Countries

FICCI 100

100 YEARS OF BUILDING TOMORROW

India's oldest and largest apex business organisation, the voice of Indian industry since 1927.

Over 2,50,000

member companies

99

years as industry's voice

70+

sector councils & chambers



THE RIGHT ROOM

Built to be nominated, not just attended.

CHROs and L&D heads use this certification to build a bench of business-ready HRBPs. Selection is deliberate: the cohort is small, senior and cross-industry. Designed for HR professionals with 8–12+ years of experience, currently in or moving into business-facing HR roles.

ELIGIBILITY

01

Senior HRBPs & HR Managers

Moving from operational to strategic scope, ready to own a business unit's people agenda.

02

CoE Specialists

In Talent, L&D, OD, or Comp & Ben, transitioning into business-facing roles.

03

Succession-Bench HiPos

High-potential HR professionals on your CHRO / HR-leadership succession bench.

THE PAYOFF FOR YOUR ORGANISATION

A A business-fluent HRBP cohort, versed in business acumen, change frameworks and applied Gen AI — reducing dependence on external consultants.

B A working deliverable: each participant leaves with their own end-to-end HR strategic plan, stress-tested by a facilitator panel.

C Cross-industry peer exposure through the FICCI network — an outside-in perspective your team brings back into the organisation.

D A structured, dated, 4-Friday commitment — not an open-ended course that never gets finished.

"The purpose of being a business partner is to create value for the employee and for the organisation."

-DAVE ULRICH

PROGRAMME DESIGN

Five Fridays. Zero downtime.

An action-learning journey, not a lecture series. Every module compounds on the last, and every hour out of the business is accounted for.

01	**Action learning**	Each module builds on live diagnosis applied to your own organisation.
02	**Peer learning**	A curated cohort of HR leaders across sectors, sharing real challenges.
03	**Industry voices**	A practitioner or industry leader in conversation, every session.
04	**Weekly application**	A hands-on assignment after every module, reviewed along the way.

PROGRAMME JOURNEY



MODULE SCHEDULE

MODULE	FOCUS & THEME	DATE	TIME (IST)
M1	The Role of the Strategic HR Business Partner	Fri 20 Nov	2:00–6:00 PM
M2	Aligning HR Strategy with Business Strategy	Fri 27 Nov	2:00–6:00 PM
M3	Mastering Strategic Skills & Technology	Fri 4 Dec	2:00–6:00 PM
M4	Progressive HR Strategies · Policies for Tomorrow	Fri 4 Dec	2:00–6:00 PM

THE CURRICULUM · WEEKS 1–2

MOD 01

Fri 20 Nov

The Role of the Strategic HR Business Partner

2026 Reality

With 91% of HR executives naming AI and digitization a top priority, the HRBP who cannot translate a business problem into a people strategy — with or without a machine's help — is the one left behind. This module resets that foundation.

AFTER THIS MODULE, PARTICIPANTS WILL BE ABLE TO

- Locate their current role against Ulrich's four HR roles and reset their operating focus toward strategic partnership.
- Translate a live business problem into a people strategy with KPIs that leadership accepts.
- Build credibility and influence with business leaders, balancing business and employee needs in real cases.

AI SKILL ADD-ON

AI-Powered Business Diagnostics

Participants use Gen AI tools to rapidly scan their industry's STEEPLE context, benchmark comparable organisations, and draft a data-backed HR priorities statement — compressing what used to be weeks of research into a single working session.

MOD 02

Fri 27 Nov

Aligning HR Strategy with Business Strategy

2026 Reality

Geopolitical instability, inflation and regulatory ambiguity are now the top three external forces CHROs say will shape performance this year. HRBPs need frameworks that turn that volatility into a defensible plan — this module builds them.

AFTER THIS MODULE, PARTICIPANTS WILL BE ABLE TO

- Quantify HR's business impact along the HR Value Chain, from efficiency to effectiveness to business results.
- Build a resilient workforce plan under volatility: restructuring, upskilling and succession using the OPTIC model.
- Pressure-test an HR intervention in a financial-crunch simulation before proposing it to leadership.

AI SKILL ADD-ON

AI-Enabled Strategy Modelling

Participants use AI and predictive-analytics tools to build and stress-test Balanced Scorecard metrics, simulate workforce restructuring scenarios, and model the likely financial impact of an HR intervention before proposing it to leadership.

THE CURRICULUM · WEEKS 3–4

MOD 03

Fri 4 Dec

Mastering Strategic Skills & Technology for the Future-Ready HRBP

2026 Reality

This is the year agentic AI in HR has to show ROI, not just promise. This module is the deep dive — from prompt-craft to an AI-READY ethical framework — that gets your HRBPs building, not just discussing, AI-enabled HR.

AFTER THIS MODULE, PARTICIPANTS WILL BE ABLE TO

- Operate as an internal consultant and change agent: diagnostics, stakeholder interviews, and the change-champion mindset.
- Build working Gen AI applications: candidate-screening support, personalised learning pathways, sentiment analysis and a predictive HR dashboard.
- Apply the AI-READY framework to deploy AI in HR ethically: bias, fairness, privacy and transparency.

AI SKILL ADD-ON

Applied Gen AI Practitioner Lab

This module is itself a hands-on AI lab: participants build their own AI-assisted recruitment screen, an engagement-sentiment tracker and a predictive HR dashboard using ChatGPT and other Gen AI tools — then pressure-test each one against the AI-READY ethical framework before taking it back to their organisation.

MOD
04

Fri 11 Dec

Progressive HR Strategies: Crafting Policies for Tomorrow's Workforce

2026 Reality

With 86% of organisations unable to clearly see or mobilise their own skills, policy can no longer be one-size-fits-all. This capstone module turns four weeks of frameworks into one inclusive, future-ready HR strategic plan.

AFTER THIS MODULE, PARTICIPANTS WILL BE ABLE TO

- Design inclusive, future-ready policy using Universal Design principles and design thinking, so no one is left behind.
- Benchmark policy across the full employee lifecycle against global best practice, flagging inclusion and compliance gaps early.
- Present an end-to-end HR strategic plan to a facilitator panel and defend it: the certification capstone.
- Benchmark policy across the full employee lifecycle against global best practice, flagging inclusion and compliance gaps early.

AI SKILL ADD-ON

AI-Assisted Policy Design

Participants use AI research assistants to benchmark policy against comparable organisations and geographies in minutes, stress-test draft policies against a range of employee personas, and flag inclusion or compliance gaps before a policy ever reaches rollout.

WEEK 5

Fri 18 Dec

Certification Session

THE CREDENTIAL

How you earn it?

This is a certification, not a certificate of attendance. The credential is jointly conferred by Marching Sheep and FICCI and it is earned.

01

Attend

Participate live in at least 3 of 4 modules.

02

Apply

Submit all four weekly assignments, applied to your own organisation, with facilitator feedback.

03

Defend

Present your end-to-end HR strategic plan to the facilitator panel.

THE CREDENTIAL VISUAL



AFTER THE CERTIFICATION

Alumni Access

Refresher Touchpoint

YOUR FACILITATOR



Sonica Aron

Founder & Managing Partner, Marching Sheep

Sonica Aron is one of the most sought-after facilitators and trainers in the HR space, in India and globally. An alumnus of XLRI Jamshedpur, a certified coach and certified in psychometric instruments, she brings over 20 years of leadership experience from Philips, AkzoNobel, Roche Diagnostics, Vodafone and PepsiCo before founding Marching Sheep in 2013.

Her facilitation style is distinctive: she engages participants directly and draws out deep reflection rather than lecturing. A regular speaker at FICCI, Transformance and UBS forums. Published in The Times of India, Hindustan Times, The Hindu and Business World.

“Sonica doesn’t train a room. She engages it and leaves every participant with a sharper, more strategic version of how they see their own role.”

RECOGNITION

- **Top 10 Women Entrepreneurs**

  Forbes India (2020)

- **Inspirational Leadership Icon**

  Fortune India

- **Women Entrepreneur of the Year**

  Indian Achievers Forum (2022)

- **Most Trusted HR Consulting Firm**

  Business Connect (2023)

- **India's Most Valued Leaders**

  Forbes India (2021)

- **Top 100 Digital Influencers**

  YourStory

- **India's Dynamic Achievers**

  Business World (2022)

INVESTMENT

The investment, and the fine print.

INR 30,000

+ GST · Full 4-module + certification · Per participant

THE FEE INCLUDES

- All 4 modules — 16 hours of live, facilitated learning
- Weekly hands-on assignments with facilitator feedback
- Industry leader guest sessions in every module
- Joint Marching Sheep × FICCI certification on completion

CORPORATE NOMINATIONS

Nominate a bench, not an individual.

3+ people
10% discount for everyone in the group.

5+ people
15% discount for everyone in the group.

8+ people
20% discount for everyone in the group.



Join the cohort.

The SHRBP Certification runs as a single cohort across all four Fridays. Seats are limited to preserve the peer-learning experience.

1 **Nominate or register**

2 **Receive confirmation**

3 **Cohort begins**

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