



Says

What have we heard them say?
What can we imagine them saying?



Thinks

What are their wants, needs, hopes, and dreams?
What other thoughts might influence their behavior?

Evaluate and measure the effectiveness of human resource function and allocate budget towards HR initiatives

One of the key problems that HR has been facing in the past decades is the perception that HR doesn't add to the company strategy. Indeed, HR directors in many organizations are often still looking for a seat at the proverbial (board) table. In many organizations, HR has failed to do so.

Give clear insights into which human resources initiatives should be prioritized, and set realistic human resources targets

need to design & develop a global KPI scorecard for HR Shared Services, can Tableau do this? I took the Tableau fundamentals 2 day class and during that training class, we designed a KPI scorecard that was for Marketing & Sales.

The HR scorecard, first published about by Becker, Huselid & Ulrich in their 2001 book that bore the same title, aims to solve this.

The HR scorecard is a strategic HR measurement system that helps to measure, manage, and improve the strategic role of the HR department.



Persona's name

Short summary of the persona

Forget the financial measures. Improve operational measures like cycle time and defect rates; the financial results will follow."

hey realize that no single measure can provide a clear performance target or focus attention on the critical areas of the business. Managers want a balanced presentation of both financial and operational measures.

A common misconception is that there is an HR balanced scorecard. The HR balanced scorecard is a mix-up of the HR scorecard and the balanced scorecard.

The scorecard, while treated as an HR tool, is not to be used merely to improve the HR function. For it to work well, it must be created in line with the overall goals of the business.

The balanced scorecard was first published about by Kaplan and Norton in the early '90s. In 1996 the two published a book that bore that title.

I co-authored a book called The HR Scorecard. Today I should be shocked because it is not about the HR scorecard. What we've found is that when you looked at information and HR people who know People Analytics, the HR pieces of that, that doesn't drive business results.



Does

What behavior have we observed?
What can we imagine them doing?



Feels

What are their fears, frustrations, and anxieties?
What other feelings might influence their behavior?