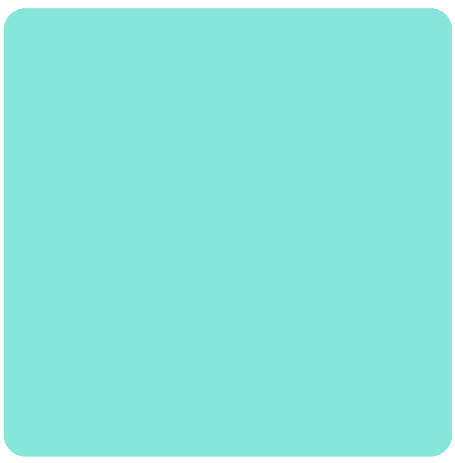
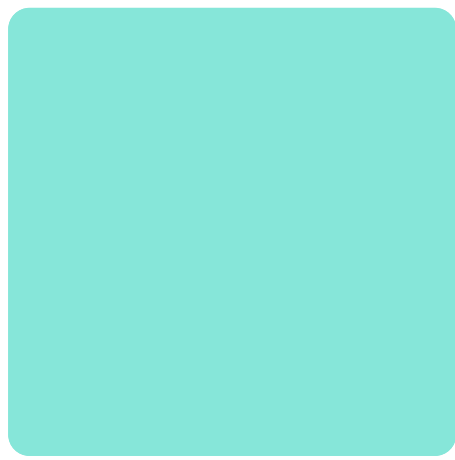




Says

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

This perspective focuses on the financial impact of HR initiatives, such as the cost of recruitment, training and development, compensation and benefits, and turnover



Thinks

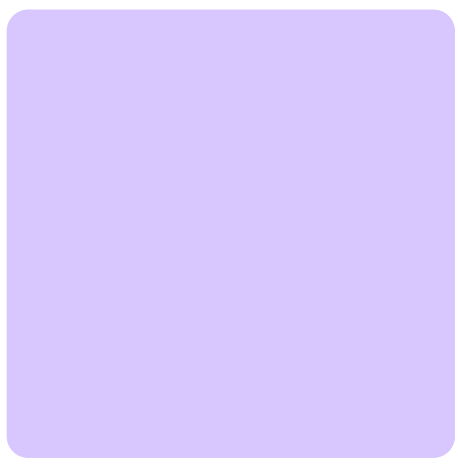
What are their wants, needs, hopes, and dreams?  
What other thoughts might influence their behavior?

This perspective measures the satisfaction of internal and external customers of HR services, including employees, managers, and job candidates. It includes KPIs such as employee engagement, manager satisfaction with HR support, and candidate experience.

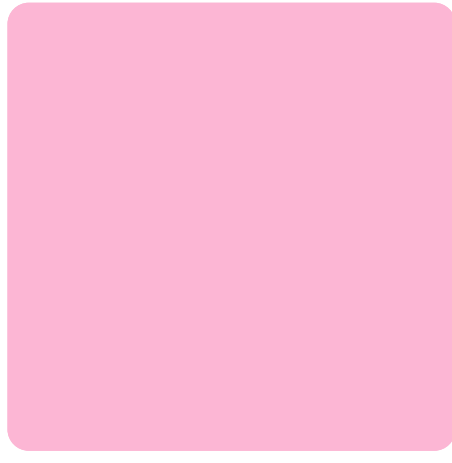


HR professionals and business leaders

This perspective assesses the effectiveness and efficiency of HR processes, such as recruiting, onboarding, performance management, and employee development. It includes KPIs such as time to fill vacancies, time to productivity for new hires, and training hours per employee



This perspective evaluates the organization's investment in employee development and its ability to innovate and adapt to changing business needs.



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?

[See an example](#)