



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?



"It's challenging to balance the needs of employees and the organization's objectives."

"We need a better way to showcase HR's value to the organization."

Are the metrics on the HR scorecard truly aligned with the company's overall goals?

How can we demonstrate the positive impact of our initiatives beyond just cost savings?

"Understanding how HR initiatives contribute to the bottom line is crucial."

Are we effectively measuring employee satisfaction and engagement?

"We want to be recognized as strategic partners rather than just administrative support."

"Metrics and numbers are important, but they should also reflect our strategic impact."

What do these metrics convey about our efforts to improve talent acquisition and retention?

Are there ways to streamline HR processes that will show up positively on the scorecard?



Sarah
Senior HR manager

Regularly gather data for the HR scorecard.

Collects and analyzes data to track the effectiveness of HR programs and initiatives.

Collaborates with other departments to align HR goals with the overall strategic direction.

Frustration: When HR's efforts are reduced to administrative tasks without recognizing the strategic contributions.

Ambition: To enhance HR's role by showing how our work directly affects the success of the organization.

Explores new ways to measure the success of talent management and development efforts.

Satisfaction: When HR initiatives lead to positive changes in employee performance, engagement, and organizational outcomes.

Communicates the results and insights from the HR scorecard to leadership and other stakeholders.

Iterates on HR strategies based on the outcomes and insights revealed by the scorecard metrics.

Concern: Ensuring that the scorecard metrics accurately represent the true value HR brings to the table.

Frustration: When HR's efforts are reduced to administrative tasks without recognizing the strategic contributions.



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?

