



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?



Feels

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



Does

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

The Tableau  
HR Scorecard  
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The tableau HR scorecard is a framework designed to measure and evaluate the success of talent management strategies within an organization.

It provides a way for HR professionals and business leaders to track and analyze key performance indicators related to recruiting, training, retention and development.

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

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

The large European ship building company is looking to become the most innovative organization in the sector.

One of the key problems that HR has been facing in the past decade perceptions that company strategy.

To identify how HR can connect to this business outcome, one can create a strategy map.

For this reason a high innovation ranking is tremendously important to this company's future competitiveness.

In many organizations, HR has failed to do so.

It's ability to innovate includes KPI's such as employee skills and competencies, employee retention and development.

This perspective measures the satisfaction of internal and external customer of HR services, including employees, managers and job candidate experience.

Learning and growth perspective evaluates and organization investment in employee development and adapt to changing business needs.

See an example