



Says

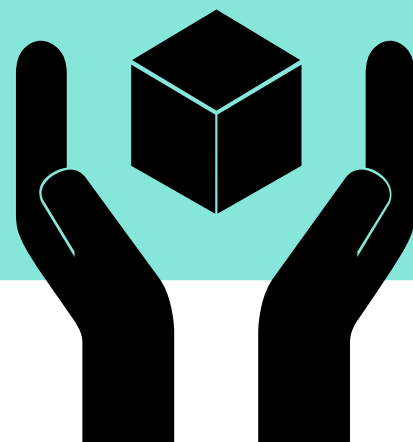
What have we heard them say?
What can we imagine them saying?



Thinks

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

- Translate the strategy into operational terms using balanced scorecards and strategy maps;
- Align the organization to the strategy by cascading the highest-level scorecard to strategic business units, support departments, and external partners;
- Make strategy everyone's job with initiatives to create strategic awareness and by using personal scorecards with related incentives;
- Make strategy a continual process by linking budgets to strategy, implementing a process for learning and adapting firm strategy; and
- Mobilize leadership for change to a strategic management system.

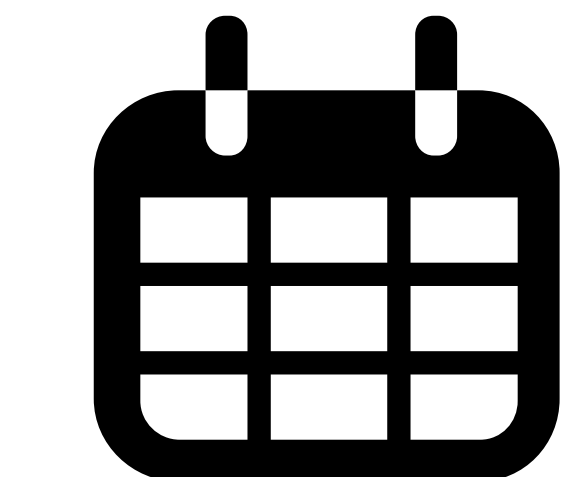


- percentage of new product sales from sales total,
- percentage of sales of products protected by law from sales total,
- launching of a new product on the market compared with competitors,
- launching of a new product compared with plan,
- length of time needed for developing a new generation of products, or financial and analytical:
- profitability of R&D costs,
- degree of operational cost before tax per concrete period compared to total cost of development.



HR Scorecard: Measuring Success In Talent Management

- *Planning* work and setting expectations
- Continually *monitoring* performance
- *Developing* the capacity to perform
- Periodically *rating* performance in a summary fashion
- *Rewarding* good performance



Strategic talent management: A review and research agenda
Human Resource Management Review

Research on leadership in a cross-cultural context: Making progress, and raising new questions
The Leadership Quarterly

Human resources reputation and effectiveness
Human Resource Management Review

Retaining repatriates: The role of organization support practices
Journal of World Business

Talent management: A critical review



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?