



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?



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](#)

HR  
SCORECARD

HR Expects  
more skill from  
condidates

They want  
workers to  
on work  
time

Carrer  
developmend

Gain new  
knowledge

They want they  
candidter to have  
more kowledge in  
that particular  
field

The  
candidater  
must love  
their job

Adminstration  
in HR

Long lern  
existance in  
the market

Conducting  
job  
placement

Emplaye  
retention

Higher  
officer  
might be  
little friendly

Peple  
expeets  
experience  
person to  
guide them

Employee  
satisfaction  
and welfare

Achieving  
organizational  
goals

Environment  
look too  
busy

Even though  
work is too  
heavy they feel  
to satisfied for  
their salary