



MANIGENT

the Management Intelligence company

From Good to Great



A more strategic approach to HR

March 2007

Version 2.0

A. Huselid, Beatty & Becker

- *The workforce scorecard*

B. Kaplan & Norton

- *Strategic job families*
- *Human Capital Readiness & Human Capital development*



MANIGENT

the Management Intelligence company



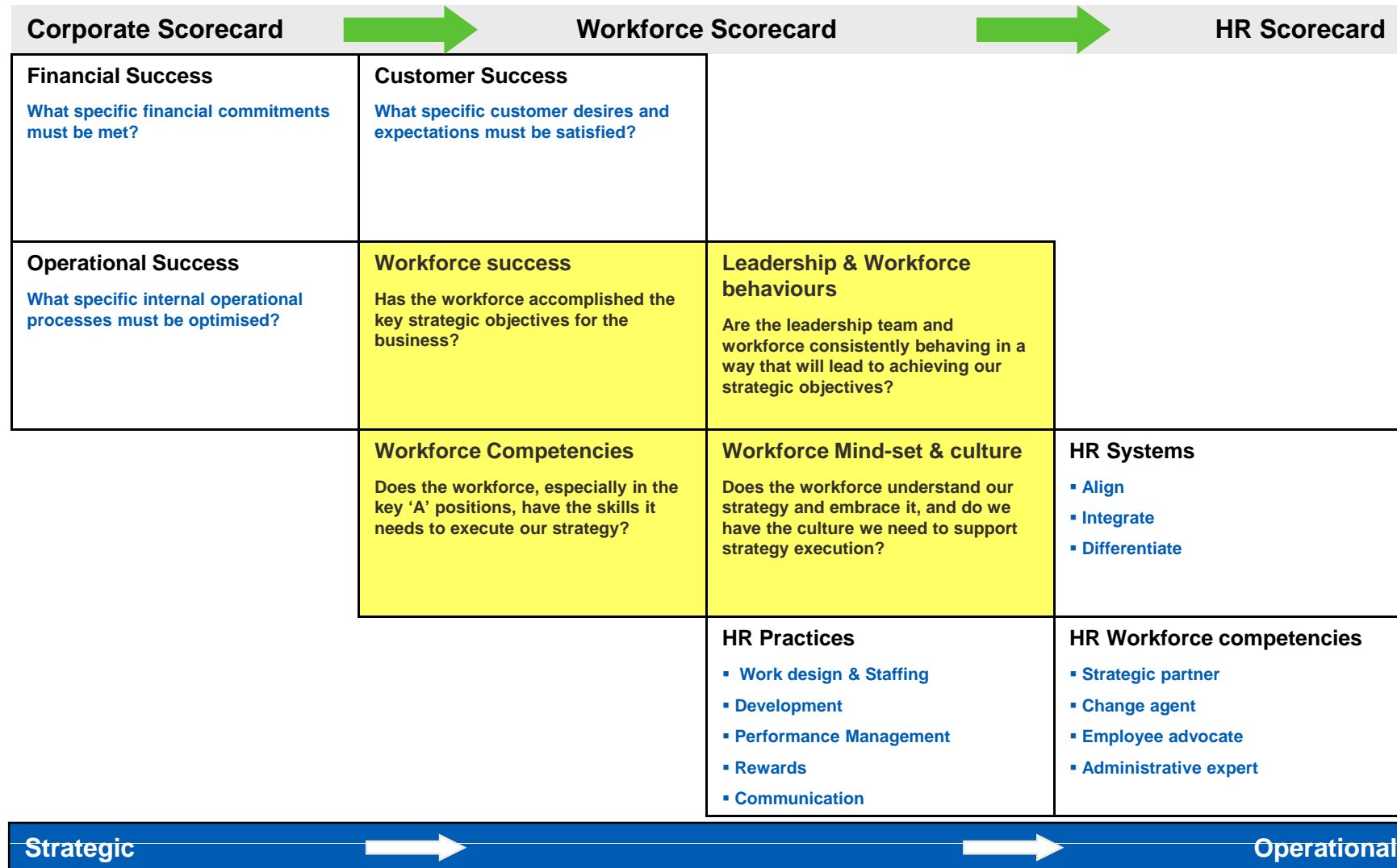
Huslid, Beatty & Becker

the workforce scorecard

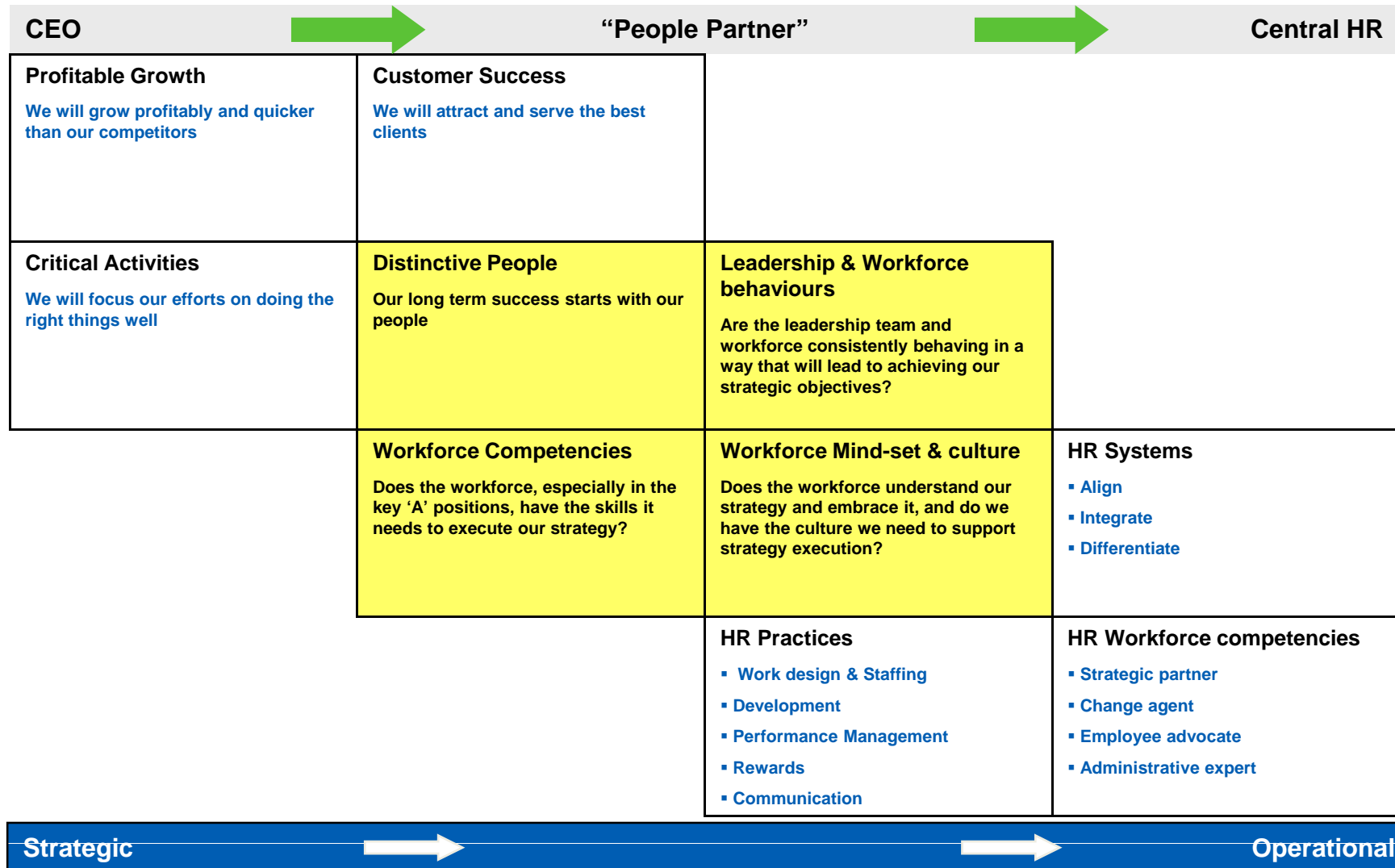
Overview

- Contribution of the workforce to firm success
- Workforce strategy should be highly differentiated and customised for each firm
 - distinctive workforce strategy = distinctive people
- ‘A’ positions vs. ‘A’ players
- Builds on ‘the HR Scorecard’ which focuses on the strategic contribution of HR professionals & HR management systems.

Managing Human Capital to Execute Strategy



Managing Human Capital to Execute Strategy





MANIGENT

the Management Intelligence company



Kaplan & Norton

Strategic job families

Human Capital Readiness

Human Capital development

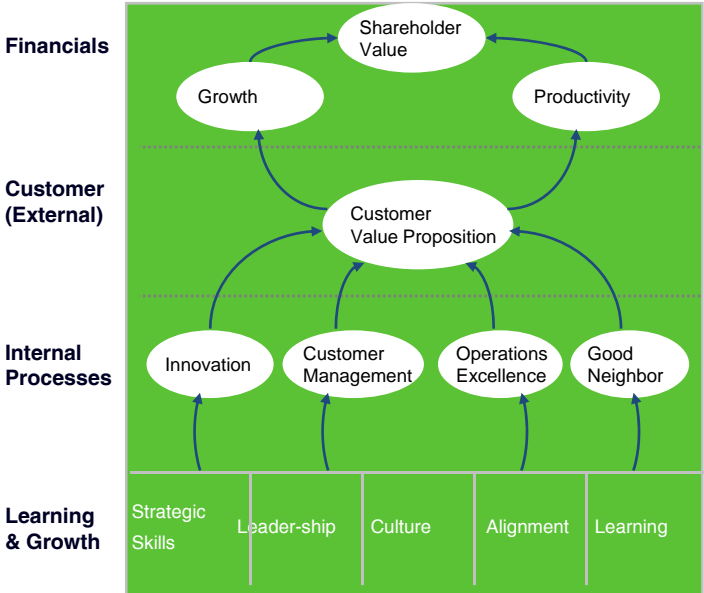
HR Scorecard

Overview

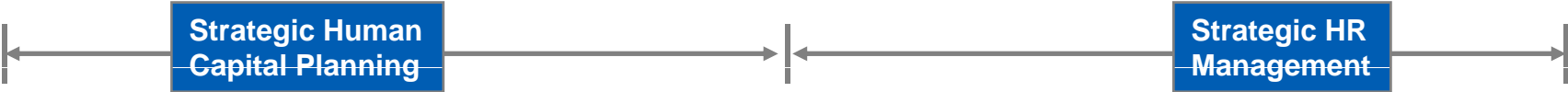
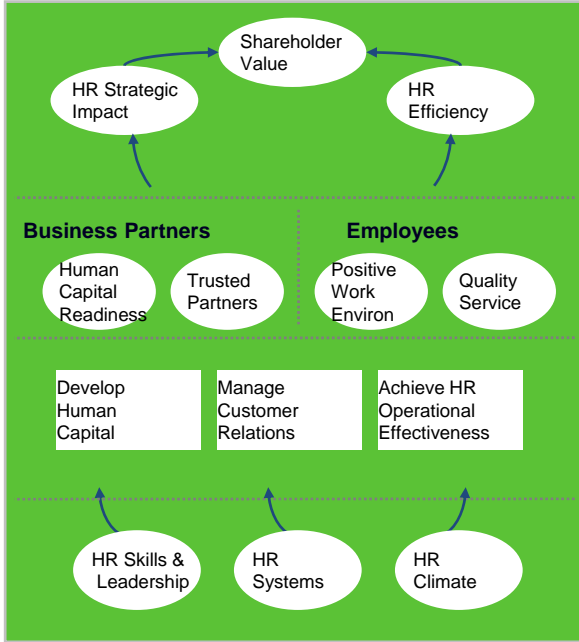
- Strategic job families – positions with the potential to make the biggest impact on enhancing internal process.
- Links critical few positions to internal processes.
- Identify Human Capital Readiness and development programmes.
- Strategic job families vs. Strategy is everyone's job – a contradiction ?

Linking the HR Scorecard to Corporate Strategy

The Enterprise Strategy Map



The HR Organisation Strategy Map



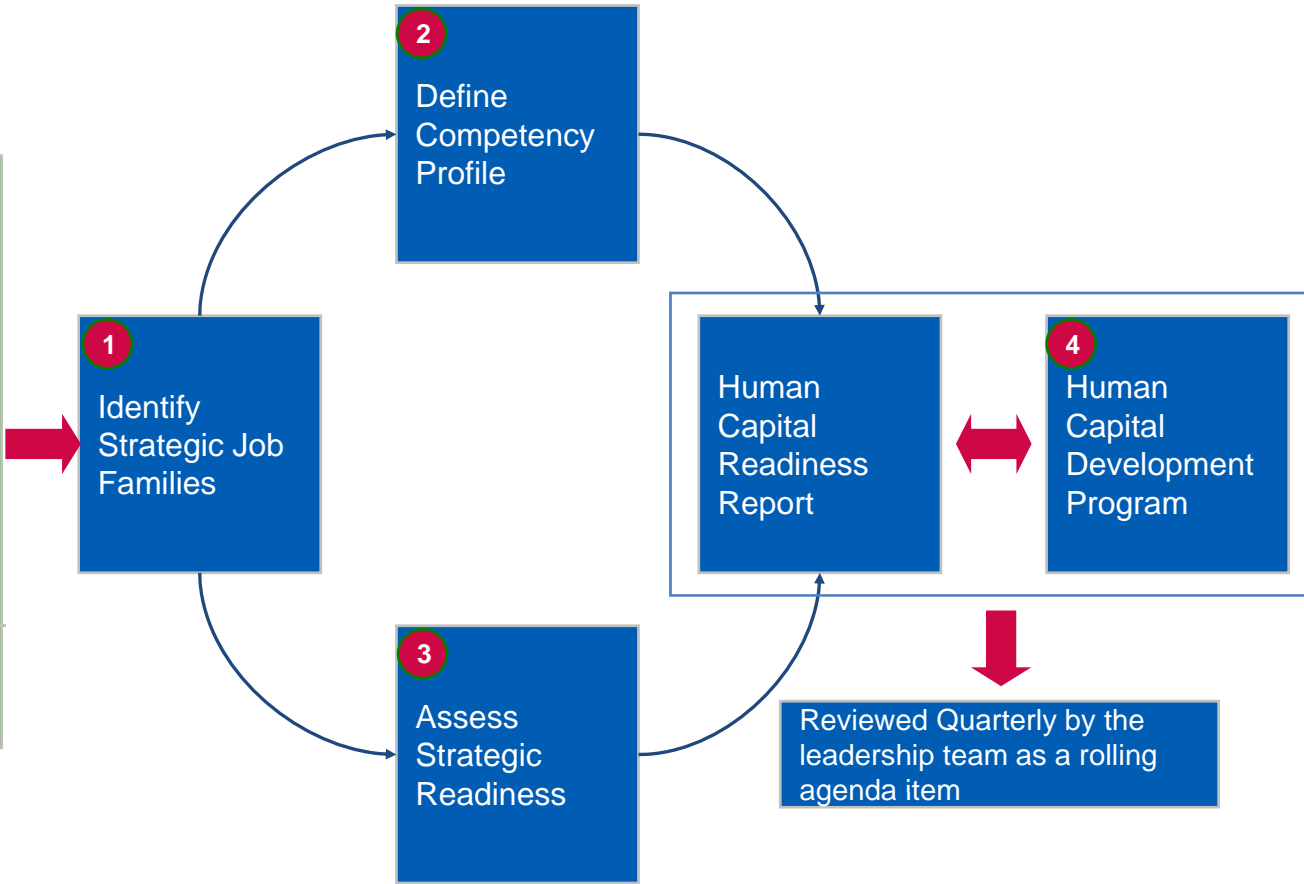
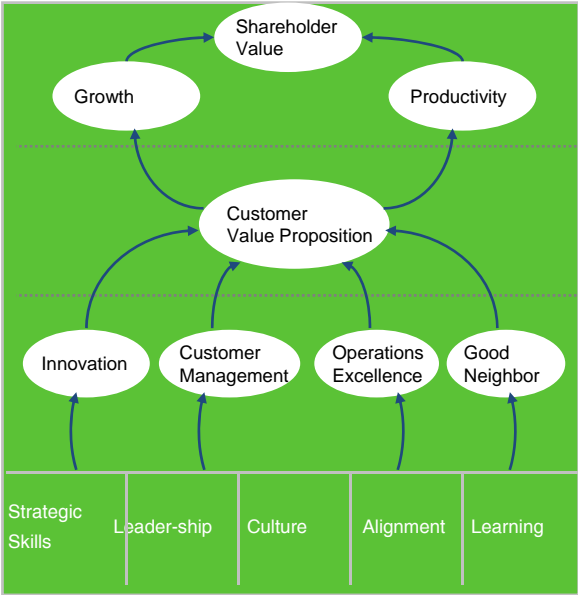
Building Human Capital Readiness is the Primary Function of an HR Strategy Map

Human Capital Readiness Report

Strategic Process	Innovation Understand Customer Segments Develop New Products		Customer Management Cross-Sell the Product Line Shift to Appropriate Channel		Operational Excellence Minimise Problems Provide Rapid Response	
Strategic Job Family	[]		[]		[]	
Competency Profile	<ul style="list-style-type: none"> Market research Market communication Cross-business process 	<ul style="list-style-type: none"> Relationship management Negotiation skills E-Commerce know-how 	<ul style="list-style-type: none"> Relationship management Product line knowledge Certified financial planner 	<ul style="list-style-type: none"> Phone selling Product line knowledge Order management system 	<ul style="list-style-type: none"> Six-sigma program Problem management system 	<ul style="list-style-type: none"> Customer Interaction Center Problem Management System Team Building
No. Required	10	30	15	26	5	50
No. Qualified	2	21	6	13	5	45
Human Capital Readiness	20%	70%	40%	50%	100%	90%
	R	Y	R	R	G	G

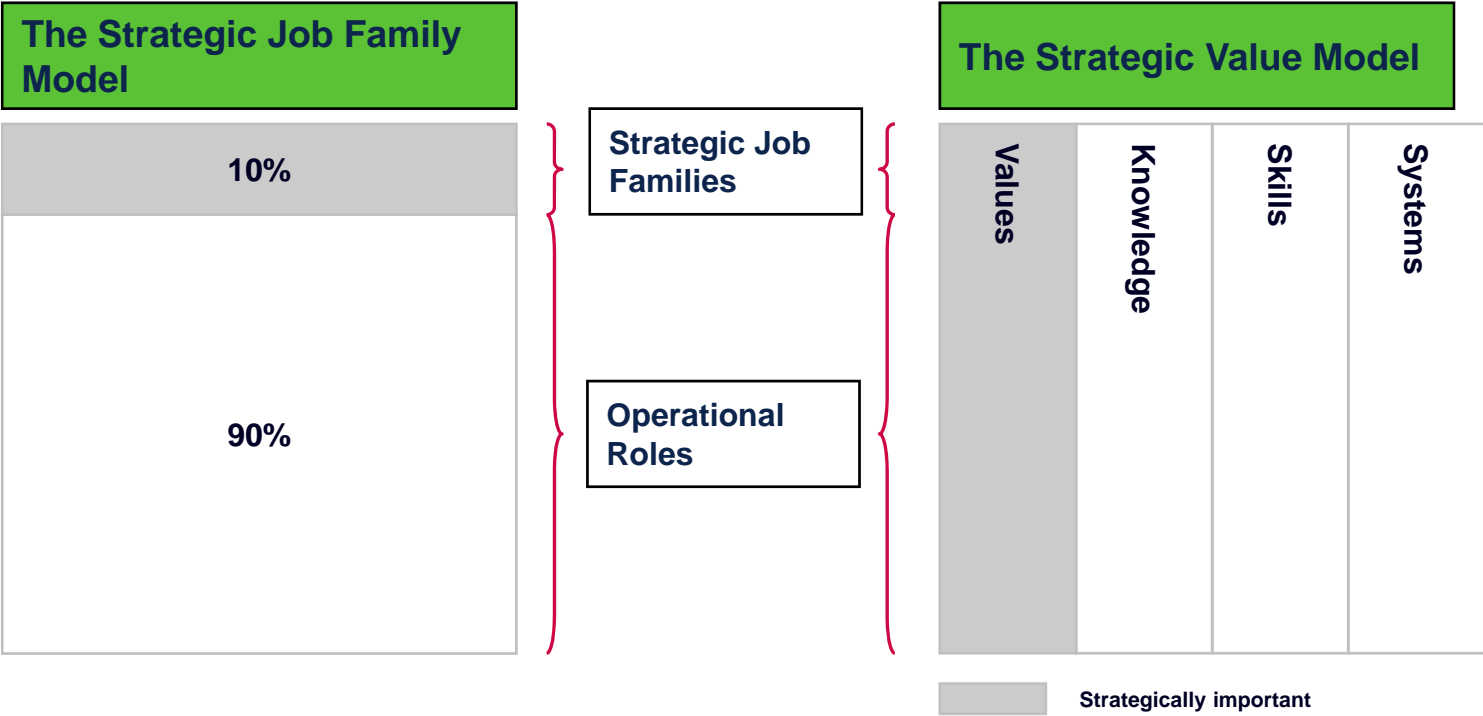
Human Capital Readiness Model

The Enterprise Strategy Map



Adapted from Kaplan & Norton, Strategy Maps

Models for Strategic Human Capital Development



Focusing on the vital few

Strategy is everyone's job

Both necessary for success but they cannot be run as one integrated program – should be segregated and funded separately.

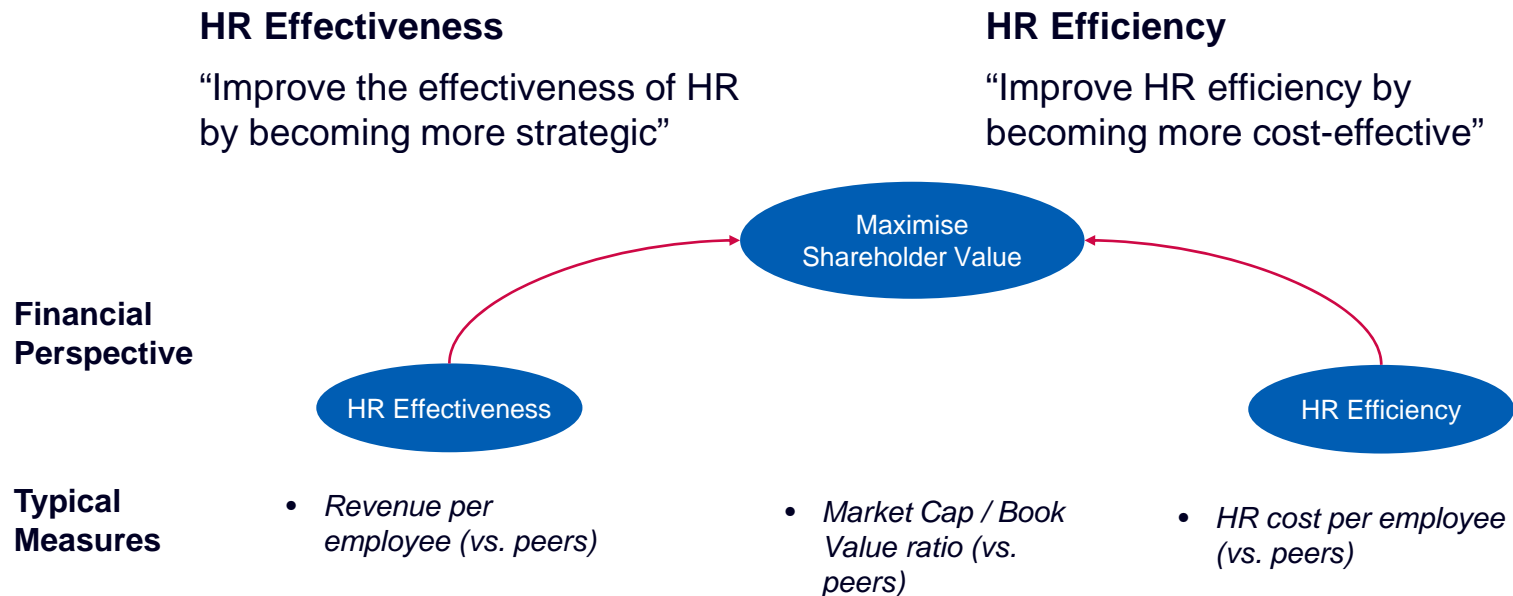
Kaplan & Norton, Strategy Maps



Building the HR Strategy Map: Financial Perspective

HR Mission:

To ensure the strategic readiness of human capital



Building the HR Strategy Map: Customer Perspective

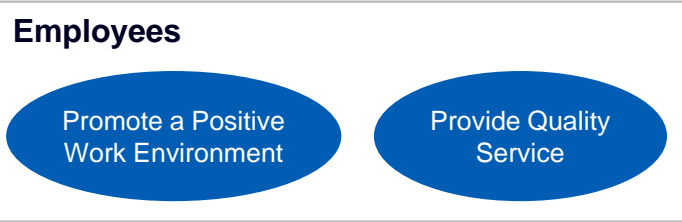
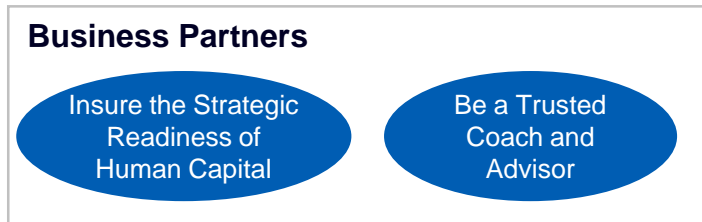
Business Partners

“Improve customer satisfaction by becoming partners to the business and developing strategy-focused HR programs.”

Employees

“Improve employee satisfaction through supporting and establishing a collegial culture and provide quality service.”

Customer Perspective



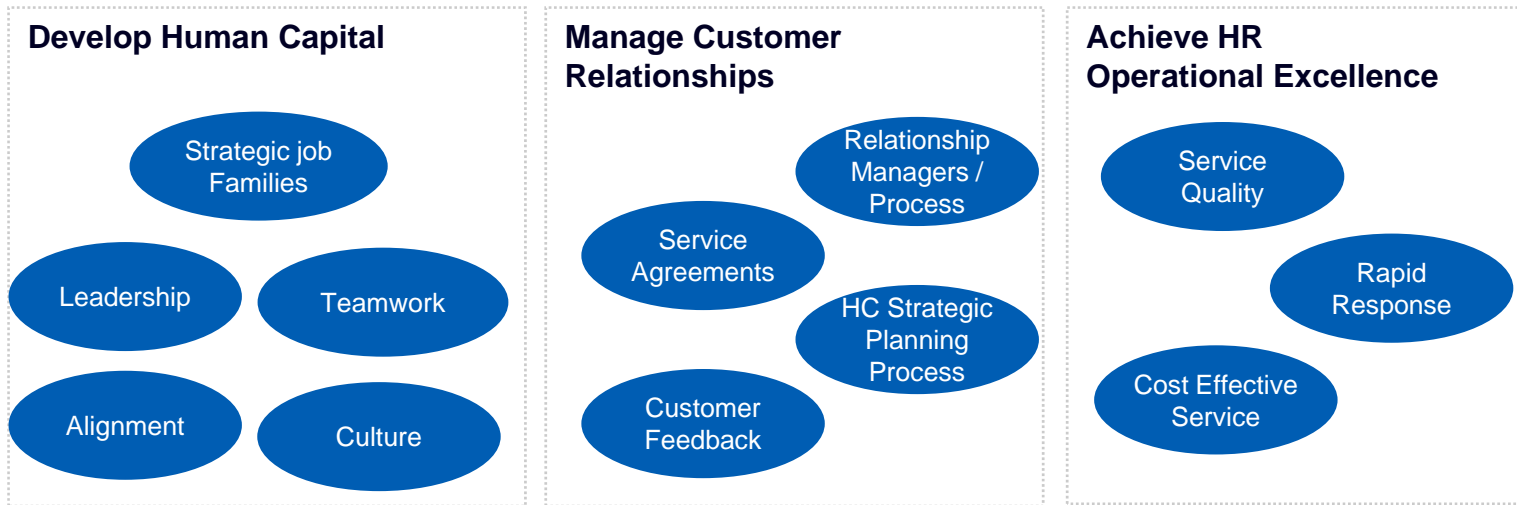
Typical Measures

- *Human Capital Readiness*
- *Customer Feedback Survey*

- *Employee Satisfaction Survey*

Building the HR Strategy Map: Internal Perspective

Internal Perspective



Typical Measures

- *Strategic Initiatives Tracking (vs. HC Development Plan)*
- *Benchmark Status (vs. Best-in-Class)*

- *Time with Customer*
- *Strategic Plans in Place (%)*
- *Service Agreements in Place (%)*

- *Cost per Transaction*
- *Error rate / Complaints*
- *Service Cycle Time*

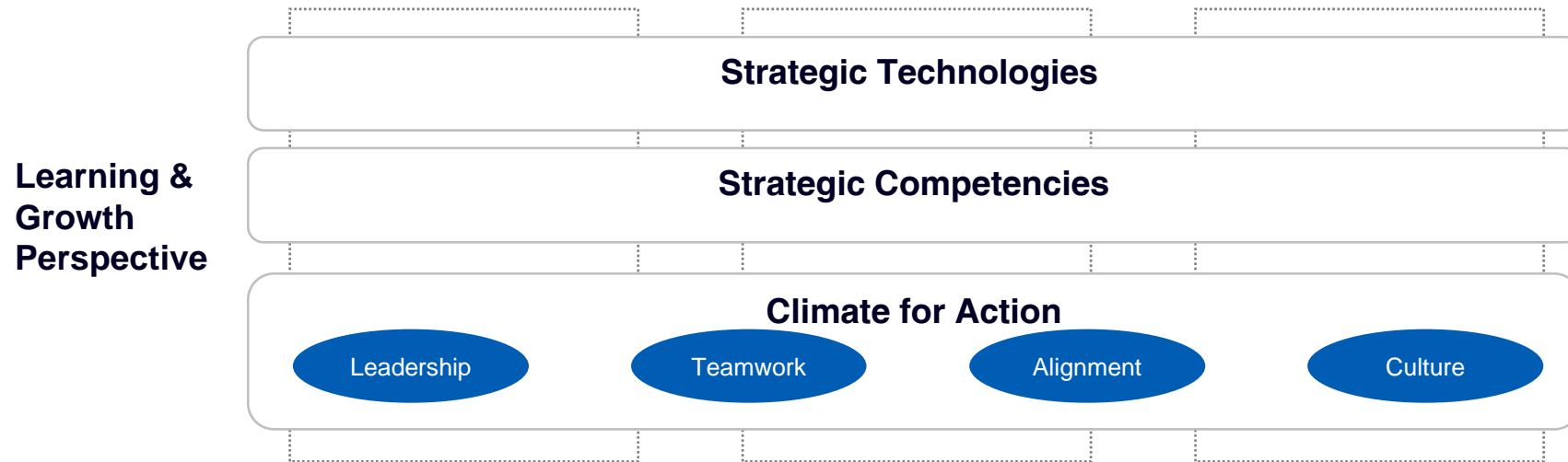


MANIGENT

the Management Intelligence company

Source: *The Balanced Scorecard Collaborative*

Building the HR Strategy Map: Learning & Growth Perspective



Typical Measures

- *HR Systems: Application Readiness (vs.plan)*
- *HR Competencies: Readiness (vs. plan)*
- *Key Position Depth Chart (Leadership)*
- *# HR Best Practices Transferred (Teamwork)*
- *Personal Goals Linked to BSC (Alignment)*
- *Strategic Awareness (Culture)*

The HR Strategy

HR Mission: To insure the strategic readiness of human capital

