

**FIGURE 6-1**

**Managing human capital to execute strategy**

		<b>Workforce scorecard</b>		<b>Customer success</b>  What specific customer desires and expectations must be satisfied?	<b>Financial success</b>  What specific financial commitments must be met?
		<b>Leadership and workforce behavior</b>  Are the leadership team and workforce consistently behaving in a way that will lead to achieving our strategic objectives?	<b>Workforce success</b>  Has the workforce accomplished the key strategic objectives for the business?	<b>Operational success</b>  What specific internal operational processes must be optimized?	
<b>HR Scorecard</b>		<b>Workforce mind-set and culture</b>  Does the workforce understand our strategy, embrace it, and do we have the culture we need to support strategy execution?	<b>Workforce competencies</b>  Does the workforce, especially in the key or “A” positions, have the skills it needs to execute our strategy?		
<b>HR systems</b>  <ul style="list-style-type: none"> <li>• Align</li> <li>• Integrate</li> <li>• Differentiate</li> </ul>					
<b>HR practices</b>  <ul style="list-style-type: none"> <li>• Work design</li> <li>• Staffing</li> <li>• Development</li> <li>• Performance management</li> <li>• Rewards</li> <li>• Communication</li> </ul>		<b>HR workforce competencies</b>  <ul style="list-style-type: none"> <li>• Strategic partner</li> <li>• Change agent</li> <li>• Employee advocate</li> <li>• Administrative expert</li> </ul>			

Source: Mark A. Huselid, Brian E. Becker, and Richard W. Beatty, *The Workforce Scorecard: Managing Human Capital to Execute Strategy* (Boston, MA: Harvard Business School Press, 2005), 4.