Clearly Define Business Strategy

Build a Business Case for HR as a Strategic Asset

Create a Strategy Map
  • Leading and Lagging Indicators
  • Tangibles and Intangibles

Identify HC Deliverables Within the Strategy Map

Align the HR Architecture with HR Deliverables
  HR Function → HR System → Strategic Employee Behaviors

Design the Strategic Measurement System
  • Develop HR Scorecard (leading, lagging, cost control, & value creation measures)
  • Measure HR → Intangibles → Firm Performance Relationships

Implement Management by Measurement

Regularly test measures against strategy map

Linking Human Resources Architecture and Measurement Systems