

The Hr Scorecard Linking People Strategy And Performance Brian E Becker

The authors of "The Balanced Scorecard" and "The Strategy-Focused Organization" present a blueprint any organization can follow to align processes, people, and information technology for superior performance.

In this book Wayne Cascio and John Boudreau show exactly how to choose, implement, and use metrics to improve decision-making, organizational effectiveness, and maximize the value of HR investments. This book's integrated approach clearly establishes links between HR programs, employee behaviors, and operational and financial outcomes. Using its techniques, you can rationalize your approach to absenteeism and turnover, employee health and wellness, attitudes and engagement, performance and talent management, training and development, and much more. For every area, you'll find proven Metrics As Well As Practical Guidance On Communicating Your Results And Gaining Communicating B Leadership Buy-In. Credibly Link HR Investments With Stockholder Value-Discover Innovative New Ways To Quantify And Communicate The Value Of HR Programs Optimize HR Investments Across The Entire Staffing Process-Leverage Maximum Value From Staffing, Training, And Compensation Make Smarter Decisions About Health, Wellness, And Welfare Programs-The Economics Of Employee Assistance, Worksite Health Promotion, And Disease Prevention

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Target Performance Management Investments For Better Results-Estimate And Compare The Value Of Performance Improvements In Any Job Or Role

"This is a collection of 24 essays about why how Human Resource Management professionals can develop people passion in organization"--

Human Capital Management (HCM) has been described as a high-level strategic issue that seeks to analyse, measure and evaluate how people policies and practices create value. Put simply, HCM is about creating and demonstrating the value that great people and great people management add to an organization. This unique book describes how HCM provides a bridge between human resource management and business strategy. It also demonstrates how organizations can use the concepts of human resource management and the processes involved to enhance the value they obtain from people while continuing to meet their aspirations and needs. Armstrong and Baron explain how to achieve these objectives using various approaches including: Describing the concepts of HCM and how the process works; Examining the practice of HCM with regard to measurement and reporting; Discussing the various applications of HCM with regard to HR strategy formulation, learning and development, knowledge management, performance management, reward management and talent management; and examining the role of HR in HCM and the future of the concept. It also contains an appendix a toolkit which organizations can use to develop their own HCM policies and practices.

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This book explains how an organization can measure and manage performance with the Balanced Scorecard methodology. It provides extensive background on performance management and the Balanced Scorecard, and focuses on guiding a team through the step-by-step development and ongoing implementation of a Balanced Scorecard system. Corporations, public sector agencies, and not for profit organizations have all reaped success from the Balanced Scorecard. This book supplies detailed implementation advice that is readily applied to any and all of these organization types. Additionally, it will benefit organizations at any stage of Balanced Scorecard development. Regardless of whether you are just contemplating a Balanced Scorecard, require assistance in linking their current Scorecard to management processes, or need a review of their past measurement efforts, *Balanced Scorecard Step by Step* provides detailed advice and proven solutions.

Hire with Your Head Updated with new case studies and more coverage of the impact and importance of the Internet in the hiring process, this indispensable guide has shown tens of thousands of managers and human resources professionals how to find the perfect candidate for any position. Lou Adler's *Performance-based Hiring* is more powerful than ever! "We have chosen Performance-based Hiring because it's a comprehensive process, it's behaviorally grounded, managers and recruiters find it easy to use, and it works." -Marshall Utterson, Director Staffing, AIG Enterprise Services, LLC "Everyone's looking for the perfect means to make effective hiring decisions. A trained interviewer armed with the right tools

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is the best solution. Performance-based Hiring is a proven methodology to get these results." -John Ganley, Vice President and Chief Talent Officer, Quest Software
"Any staffing director that doesn't send all of their people through Performance-based Hiring training is missing out on top talent, plain and simple. This should be the standard throughout the industry." -Dan Hilbert, Recruiting Manager, Valero Energy Corporation
"Performance-based Hiring has been the most successful recruitment tool that we have added to our organization over the past few years. In fact, these tools have not only produced amazing outcomes-in terms of selecting the best fit in an extremely tight labor market-but with a level of success among our operations customers that I have rarely seen with other HR products." -Trudy Knoepke-Campbell, Director, Workforce Planning, HealthEast(r) Care System
Offers select, condensed, and thoroughly updated coverage rewritten from the authors' best-selling 'big' book Human Resource Management, 7/e.*Offers an intensive, concise and succinct overview of human resource management - perfect for 'modular' courses*Provides users with the essential working vocabulary and knowledge they will need for the human resources parts of their management jobs*'Global Issues in HR' sections in every chapter emphasize the importance of knowing how the practices may apply in different parts of the world
A landmark book, Results-Based Leadership challenges the conventional wisdom surrounding leadership.
Authors Ulrich, Zenger, and Smallwood--world-renowned

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experts in human resources and training--argue that it is not enough to gauge leaders by personal traits such as character, style, and values. Rather, effective leaders know how to connect these leadership attributes with results. Results-Based Leadership shows executives how to deliver results in four specific areas: results for employees, for the organization, for its customers, and for its investors. The authors provide action-oriented guidelines that readers can follow to develop and hone their own results-based leadership skills. By shifting our focus to the connection between the attributes and the results of leadership, this perceptive new guide fundamentally improves our understanding of effective leadership. Results-Based Leadership brings a refreshing clarity and directness to the leadership discussion, providing a hands-on program to help executives succeed with their leadership challenges. Introduces a new way of measuring and thinking about the contributions of individuals to business success. Makes the case that the role of Human Resources is increasingly important, as company assets become more intangible and reliant on intellectual capital. Provides a framework that focuses on identifying where Human Resources issues are performance drivers--or impediments--to strategy implementation. Develops a measurement system that provides valid, reliable indicators of Human Resources' contribution to the success of strategy implementation, and ultimately to firm performance. Includes recommendations

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supported by clear and persuasive examples, as well as the authors' unique survey of 2,800 firms.

Is your Human Resources Management not living up to the promise? Do your HR efforts lack tangible results? Have you come to realize that your organization needs another Human Resources approach to really move the needle and contribute to your growth and business success ? Standout HR is just what you need and deserve! This book describes what it takes to redesign your HR strategy to be successful and create added value to your organization. As a business leader, aiming high and wanting to grow your company, you need to know how to deal with your people, how to best motivate them, organize them, reward and retain them. So you need to understand how to set up your Human Resources Strategy and how to make sure your HR leader is laser focused to achieve maximal results. As a human resources leader, aiming to contribute significantly to your company

The digitalization of businesses calls for new forms of leadership and collaboration, as traditional human resources strategies are reaching their limits.

Personal responsibility, networking and diversity are increasingly recognized as key prerequisites for agility, adaptability and innovativeness. This book encourages HR managers who want to be pioneers of, or support, digital transformation to rethink their HR strategies. It begins with a clear illustration of the

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difference between stability and agility in leadership and organization. Building on this, it then guides the reader through a broad range of relevant HR topics and how they compare to the new strategic orientation. All major aspects of HR management are addressed, including recruitment, learning, talent management, remuneration, performance management, corporate training, executive development and change management. Providing a comprehensive, practical, differentiated and non-dogmatic alternative to traditional approaches, the book is a must-read for all those who are concerned with sustainable HR management in the era of digitalization.

In this work, acclaimed management expert Edward Lawler tells companies what they can do to meet today's "rewards systems challenge"--attracting and retaining talented employees in a market where the employees hold the upper hand. Here, Lawler outlines a creative compensation system that recognizes employee knowledge and skill as a critical aspect of an organization's net worth. In basing his system on the individual employee's value to the organization, Lawler introduces an approach to compensation that simultaneously motivates employees to higher levels of performance and increases shareholder value. To read the introduction from this book, [click here](#).

The need for HR professionals to understand and

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apply data analytics is greater than ever. Today's successful HR professionals must ask insightful questions, understand key terms, and intelligently apply data, but may lack a clear understanding of the many forms, types, applications, interpretations, and capabilities of HR analytics. HR Analytics provides a practical approach to using data to solve real HR challenges in organizations and demystifies analytics with clear guidelines and recommendations for making the business case, starting an HR analytics function, avoiding common pitfalls, presenting data through visualization and storytelling, and much more.

All organisations have problems, and they nearly always concern people: how to manage them; whom to hire, fire or promote; and how to motivate, develop and retain high performers. Psychology, the main science for understanding people, should be a pivotal tool for solving these problems - yet most companies play it by ear, and billions of dollars are wasted on futile interventions to attract and retain the right people for key roles. Bridging the gap between the psychological science of talent and common real-world talent practices, *The Talent Delusion* aims to educate HR and talent practitioners and leaders on critical talent issues. It will help readers understand the current problems pertaining employee selection, development and engagement; how to define and evaluate talent; how to detect and inhibit toxic

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employee behaviours; and how to motivate employees to perform to their best.

You're no idiot, of course. You know that your employees are essential to your company's success. But when it comes to training, motivating, hiring, and firing them, you feel like a few of the many hats you wear don't fit as well as they should. Don't outsource your HR function just yet! 'The Complete Idiot's Guide to Human Resource Management' will simplify everything you need to know about the people business. In this 'Complete Idiot's Guide', you learn: -How to locate, hire and retain the most qualified people for positions. -What you need to know about the law and regulations to avoid costly legal battles. -How to organize and administer an effective compensation and benefits plan. -Training tools and techniques to boost employee motivation and performance.

This book provides an easy-to-follow roadmap for successfully implementing the Balanced Scorecard methodology in small- and medium-sized companies. Building on the success of the first edition, the Second Edition includes new cases based on the author's experience implementing the balanced scorecard at government and nonprofit agencies. It is a must-read for any organization interested in achieving breakthrough results.

From employee selection to multirater feedback, this step-by-step guide provides the latest in best practices to

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effectively implement various human resources (HR) processes in organizations of all sizes. From launch to ongoing business outcome analysis, this record—written by business analytics experts—discusses 11 core HR processes and offers practical tips for successful execution. Intended for HR generalists and managers, this invaluable manual delves into numerous topics, including leadership development, diversity, and job design.

"Templates, checklists, and sample forms ... can be easily adapted by any organization"--Cover.

This updated edition should help human resources managers respond to organizational change and justify their own existence. It provides a quantifiable method for accurately measuring the productivity of all major personnel functions. By focusing on such practices as benchmarking and HR information systems, the text offers HR managers both the knowledge and the guidance to demonstrate that their function is being efficiently managed and is contributing to the productivity and effectiveness of the organization.

Do you think of your company's talent as an investment to be managed like a portfolio? You should, according to authors Becker, Huselid, and Beatty, if you're interested in strategy execution. Many companies fall into the trap of spending too much time and money on low performers, while high performers aren't getting the necessary resources, development opportunities, or rewards. In *The Differentiated Workforce*, the authors expand on their previous books, *The HR Scorecard* and *The Workforce Scorecard*, and recommend that you

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manage your workforce like a portfolio - with disproportionate investments in the jobs that create the most wealth. You'll learn to: Rise above talent management "best practice" and instead create a differentiated workforce that can't be easily copied by competitors Differentiate those capabilities in your company that are truly strategic Identify your wealth-creating "A" positions Create a new relationship between HR and line managers, and articulate the role each plays in a differentiated workforce strategy Develop the right measures for your organization Based on two decades of academic research and experience working with hundreds of executives, *The Differentiated Workforce* gives you the tools to translate your talent into strategic impact.

This cool blank journal is a great gift for HR professional. It contains plenty of pages for writing personnel notes or observations of interviews. It is a perfect planner for upcoming meetings and programs. The journal's cover features a funny saying listing all the unofficial roles of HR personnel.

Effectively and ethically leveraging people data to deliver real business value is what sets the best HR leaders and teams apart. *Excellence in People Analytics* provides business and human resources leaders with everything they need to know about creating value from people analytics. Written by two leading experts in the field, this practical guide outlines how to create sustainable business value with people analytics and develop a data-driven culture in HR. Most importantly, it allows HR professionals and business executives to translate their

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data into tangible actions to improve business performance. while navigating the rapidly evolving world of work. Full of practical tools and advice assembled around the Insight222 Nine Dimensions in People Analytics® model, this book demonstrates how to use people data to increase profits, improve staff retention and workplace productivity as well as develop individual employee experience. Featuring case studies from leading companies including Microsoft, HSBC, Syngenta, Capital One, Novartis, Bosch, Uber, Santander Brasil and American Eagle Outfitters®, Excellence in People Analytics is essential reading for all HR professionals needing to unlock the potential in their people data and gain competitive advantage

HR metrics and organizational people-related data are an invaluable source of information from which to identify key trends and patterns in order to make effective business decisions. HR practitioners often, however, lack the statistical and analytical know-how to fully harness their potential. Predictive HR Analytics provides a clear, accessible framework with which to understand and work with people analytics and advanced statistical techniques. Step-by-step and by using worked examples, this book shows readers how to carry out and interpret analyses of various forms of HR data, such as employee engagement, performance and turnover, using the statistical packages SPSS (with R syntax provided), and, importantly, how to use the results to enable practitioners to develop effective evidence-based HR strategies. This second edition of Predictive HR Analytics has been updated to include new material on machine

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learning, biased algorithms, data protection and GDPR considerations, a new example using Kaplan Meier Survival analyses for tenure/turnover modelling and updated screenshots and examples with SPSS version 25. It is supported by a new appendix showing main R coding for the focal analyses approaches in the book, and online resources consisting of SPSS and Excel data sets and R syntax with worked case study examples. The journey of HR -- The state of the HR profession -- Credible activist -- Culture & change steward -- Talent manager/organization designer -- Strategy architect -- Operational executor -- Business ally -- Building an HR department -- Summary and implications.

The Balanced Scorecard translates a company's vision and strategy into a coherent set of performance measures. The four perspectives of the scorecard--financial measures, customer knowledge, internal business processes, and learning and growth--offer a balance between short-term and long-term objectives, between outcomes desired and performance drivers of those outcomes, and between hard objective measures and softer, more subjective measures. In the first part, Kaplan and Norton provide the theoretical foundations for the Balanced Scorecard; in the second part, they describe the steps organizations must take to build their own Scorecards; and, finally, they discuss how the Balanced Scorecard can be used as a driver of change.

What difference can the aspiring HR strategist really make to business value? In the new edition of her ground-breaking book, Linda Holbeche answers this question and provides the tools and insights to help HR managers and directors add value to the organization by implementing effective HR initiatives that are aligned to core business strategies.

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Featuring updated profiles and case studies from top HR strategists who have used their skills to deliver a variety of key business objectives, *Aligning Human Resources and Business Strategy*, 2nd edition provides inspiration and guidance on how to apply the theory to challenges in your organization. Learn how you can strengthen and prove the relationship between people strategy and business success through your approach to performance and development and impress at the highest levels with this new edition of an HR classic. Linda Holbeche is Director of Research and Policy at the Chartered Institute of Personnel and Development (CIPD). Linda chairs and speaks at meetings and conferences worldwide and appeared at number six in *Human Resources* magazine's HR most influential 2008 roll call of top industry thinkers.

Human Resource Management provides readers with a complete, comprehensive review of essential personnel management concepts and techniques in a highly readable and understandable form. Coverage emphasizes essential themes throughout the book, including the building of better, faster, more competitive organizations through HRM; practical applications that help all managers deal with their personnel-related responsibilities; and technology and HR. Specific topics include the strategic role of human resource management; equal opportunity and the law; job analysis; personnel planning and recruiting; employee testing and selection; interviewing candidates; training and developing employees; managing organizational renewal; appraising performance; managing careers and fair treatment; establishing pay plans; pay-for-performance and financial incentives; benefits and services; labor relations and collective bargaining; employee safety and health; managing human resources in an international business; human resources information systems and technology. For practicing

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Human Resource Managers as well as any business managers who deal with human resource/personnel issues. In a dynamic world, the role of HR is central in tapping the vast potential of human capital, and interestingly, blending it with automation and digitization in unique ways. HR analytics is pivotal in identifying, measuring and articulating the objectives and outcomes of different programs. What if you can:

- Predict which high performers were at risk of leaving six months before they walked out the door?
- Merge external data with your own business metrics to project workforce demand six, nine or even eighteen months from now?
- Triage incoming resumes overnight to predict employee success and tenure before you hire?

All this and more is possible with sophisticated technology and analytics as demonstrated by companies such as Google, Walmart, and American Express. To leverage analytics, you need to walk a path through reliable data, techniques of analysis, and formulation of hypothesis. This book is a practical, do it yourself handbook to convert analytics into an area of strength and maintain competitive advantage.

Since 2008, busy managers by the tens of thousands have turned to this best-selling book as a handy guide to the ins and outs of human resources. And no wonder! Because whether you're a small business owner, a manager in a business without an HR department, or even a seasoned HR professional, The Essential HR Handbook will help you handle any personnel problem--from onboarding to outplacement--quickly and easily. This fully updated 10th anniversary edition is packed with information, tools, checklists, sample forms, and timely tips to guide you through the maze of personnel issues in today's complex business environment. In it you'll find out how to: Attract talented staff through social media recruiting Identify legal pitfalls to avoid lawsuits and regulatory interference Train a diverse and

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inclusive multigenerational workforce Provide the compensation and benefits package that will make your organization an "employer of choice" Streamline your orientation and onboarding practices so new employees hit the ground running Whenever personnel problems arise, having The Essential HR Handbook on your bookshelf is like having a team of expert HR consultants at your beck and call! Named as BusinessWeek's #1 Management Educator, expert Dave Ulrich and his team of authors bring human resources a whole new way of thinking and practicing—moving the focus from internal issues to actively helping to set business strategies. Businesses of the future need "all hands on deck" when implementing new ways to stimulate growth and cost efficiency, and this includes human resources. In HR Transformation, the team presents a four-phase model of transformation that shows you step-by-step how to make meaningful progress in contributing to the performance of your company by redesigning HR to work as a strategic partnership. From the "#1 Management Educator & Guru"-BusinessWeek "The authors have presented us with an accessible, readable, and practical illustration of a clear path for successful strategy execution in a complex environment." -Majed Al Romaithi, Executive Director, Abu Dhabi Investment Authority "HR can only transform organizations if it transforms HR. This book shows us how. HR Transformation would have been important in the past-it is critical now! We are entering a new world. HR Transformation can help our organizations thrive in the midst of uncertainty." -Marshall Goldsmith, author of the Wall Street Journal bestsellers What Got You Here Won't Get You There and Succession: Are You Ready? "Ulrich and his colleagues talk tough and provide a detailed blueprint for how those of us in the field can use our own tools to do a "720-degree" evaluation of ourselves. We cannot contribute to the success

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of our organizations until we upgrade ourselves.” -Linda A. Hill, Wallace Brett Donham Professor of Business Administration, Harvard Business School “Based on groundbreaking research with hundreds of companies and thousands of executives, HR Transformation provides compelling theory and practical tools to create alignment between strategy, systems, and people. This important book should be read carefully by leadership teams everywhere.”

-Mark Huselid, Professor of HR Strategy, Rutgers University, Co-author of The HR Scorecard, The Workforce Scorecard, and The Differentiated Workforce Turn to the front matter for more than thirty rousing endorsements of HR Transformation. INCLUDES CASE STUDIES FROM Intel, Pfizer, Takeda, Flextronics

Human resources management is essential for any workplace environment and is deemed most effective when a strategic focus is in place to ensure that people can facilitate that achievement of organizational goals. But, effective human resource management also contains an element of risk management for an organization which, as a minimum, ensures legislative compliance. Human Resources Management: Concepts, Methodologies, Tools, and Applications compiles the most sought after case studies, architectures, frameworks, methodologies, and research related to human resources management. Including over 100 chapters from professional, this three-volume collection presents an in-depth analysis on the fundamental aspects, tools and technologies, methods and design, applications, managerial impact, social/behavioral perspectives, critical issues, and emerging trends in the field, touching on effective and ineffective management practices when it comes to human resources. This multi-volume work is vital and highly accessible across the hybrid domain of business and management, essential for any library collection.

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“This definitive work on HR competencies provides ideas and tools that help HR professionals develop their career and make their organization effective.” —Edward E. Lawler III, Professor, University of Southern California “This book is a crucial blueprint of what it takes to succeed. A must have for every HR professional.” —Lynda Gratton, Professor, London Business School “One single concept changed the HR world forever: ‘HR business partner’. Through consistent cycles of research and practical application, Dave and his team have produced and update the most comprehensive set of HR competencies ever.” —Horacio Quiros, President, World Federation of People Management Associations “Packed with facts, evidence, and prescriptive advice. It is about being a business leader first, and an HR professional second.” —Randy MacDonald, Senior Vice President, Human Resources, IBM Corporation “The concepts and competencies presented in this book provide HR leaders with new insights.” —Gina Qiao, Senior Vice President, HR Lenovo “Powerful, relevant and timely! Defines “new HR” in a pragmatic way. This book is a must for leaders and HR folks who seek to create sustainable competitive advantage.” —Satish Pradhan, Chief, Group Human Resources, Tata Sons Limited “You can’t argue with the data! This book is a definitive and practical guide to learning the HR competencies for success.” —John Lynch, Senior Vice President, HR, General Electric “A must read for any HR executive. This research-based competency model is particularly compelling because it is informed by the perspective of non-HR executives and stakeholders.” —Sue Meisinger, Distinguished speaker and author, former CEO of SHRM “Read this book for a unique long-term perspective on where HR competencies have brought us and must take us in future.” —John Boudreau, Professor, University of Southern California and Research Director, Center for Effective Organizations

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In *Beyond HR: The New Science of Human Capital*, John Boudreau and Peter Ramstad show you how to do this through a new decisions science-talentship. Through talentship, you move far beyond merely reactive mind-set of planning and budgeting for headcount and hiring and retaining talent.

#1 Wall Street Journal and USA Today bestselling author Dave Ulrich offers HR professionals a new line of defense in the corporate “war for talent.” Destined to be a classic in the field, this game-changing book from HR visionary Dave Ulrich tackles one of the greatest challenges in Human Resources today: the talent wars. As companies grow increasingly and aggressively competitive in hiring and nurturing individual employees, this book offers a refreshing, revolutionary alternative. By creating dynamic systems that leverage talent throughout the organization, you can create a unified whole that is greater than the sum of its parts. In the long run, that’s what gives your company the competitive edge it needs.

Based on the research findings of the latest round of Ulrich’s legendary HR Competency Survey, this groundbreaking book is sure to spark debate, shatter myths, and inspire real change throughout the HR community. Filled with fact-based insights and field-tested strategies, it proves that your organization’s success lies, not in the talent you have, but what you do with the talent once you have it. This book shows you how to build capabilities, strengthen systems, and empower human capital—for longer lasting success.

The *Human Resources Program-Evaluation Handbook* is the first book to present state-of-the-art procedures for evaluating and improving human resources programs. Editors Jack E. Edwards, John C. Scott, and Nambury S. Raju provide a user-friendly yet scientifically rigorous “how to” guide to organizational program-evaluation. Integrating perspectives from a variety of human resources and organizational

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behavior programs, a wide array of contributing professors, consultants, and governmental personnel successfully link scientific information to practical application. Designed for academics and graduate students in industrial-organizational psychology, human resources management, and business, the handbook is also an essential resource for human resources professionals, consultants, and policy makers. The HR Scorecard Linking People, Strategy, and Performance Harvard Business Press

The international best seller Human Resource Champions helped set the HR agenda for the 1990s and enabled HR professionals to become strategic partners in their organizations. But earning a seat at the executive table was only the beginning. Today's HR leaders must also bring substantial value to that table. Drawing on their 16-year study of over 29,000 HR professionals and line managers, leading HR experts Dave Ulrich and Wayne Brockbank propose The HR Value Proposition. The authors argue that HR value creation requires a deep understanding of external business realities and how key stakeholders both inside and outside the company define value. Ulrich and Brockbank provide practical tools and worksheets for leveraging this knowledge to create HR practices, build organizational capabilities, design HR strategy, and marshal resources that create value for customers, investors, executives, and employees. Written by the field's premier trailblazers, this book charts the path HR professionals must take to help lead their organizations into the future. Ulrich is a professor at the University of Michigan School of Business and the author of 12 books and more than 100 articles on the subject of human resources. Brockbank is a clinical professor of business at the University of Michigan School of Business, the author of award-winning papers on HR strategy, and an adviser to top global organizations.

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The author argues that the roles of human resource professionals must be redefined to meet the competitive challenges organizations face today and into the future. He provides a framework that identifies four distinct roles of human resource professionals: strategic player, administrative expert, employee champion, and change agent. He includes many examples to demonstrate that human resource professionals must operate in all four areas simultaneously in order to contribute fully. He urges a shift of these professionals' mentality from "what I do" to "what I deliver" and makes specific recommendations for how individuals in human resources can partner with line managers to make organizations more competitive. In a marketplace fueled by intangible assets, anything less than optimal workforce success can threaten a firm's survival. Yet, in most organizations, employee performance is both poorly managed and underutilized. The Workforce Scorecard argues that current management and human resources practices hinder employees' ability to contribute to strategic goals. To maximize the power of their workforce, organizations must meet three challenges: view their workforce in terms of contribution rather than cost; replace benchmarking metrics with measures that differentiate levels of strategic impact; and make line managers and HR professionals jointly responsible for executing workforce initiatives. Building on the proven model outlined in their best-selling book *The HR Scorecard*, Mark Huselid, Brian Becker, and co-author Richard Beatty show how to create a Workforce Scorecard that identifies and measures the behaviors, competencies, mind-set, and culture required for workforce success and reveals how each dimension impacts the bottom line. Practical and timely, *The Workforce Scorecard* offers crucial lessons for leveraging human capital to achieve strategic success.

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