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-Susan Bowick, Vice
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measurements play a
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shareholder value."

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in the new economy

relies on intangible

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within the firm's overall

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authors describe as an

HR Scorecard--and
measuring its activities
in terms that line

managers and CEOs
will find compelling.

Analyzing how each
element ...

The HR Scorecard:

Page 12/30

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Linking People,

Strategy, and

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When you create the

HR Scorecard, using

the approach we

describe, you are

actually [begin italics]

linking HR to firm

performance [end

italics]. But you will

also develop a new

perspective on your HR

function, practices, and

professional

development. In

measurement terms,

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the benefits will far
outweigh the costs.

And Performance

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the ideas from Brian

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introduces a

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that showcases how HR

impacts business

performance.

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THE HR SCORECARD

THE SUMMARY IN

BRIEF Most CEOs and

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senior line managers are skeptical of the role of human resources in their companies' success. While many executives say they believe that "people are our most valuable asset," they don't understand how HR functions make that vision a reality. The root of the problem is simple: It's hard to measure the impact of HR functions on

company per-

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**Linking People,
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SCORECARD**

The HR scorecard is meant to measure leading HR indicators of business performance. Leading indicators are measurements that predict future business growth. These are called HR deliverables. They are also known as HR metrics, and more

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People Strategy
And Performance
By Ulrich Dave
specifically HR KPIs, as they are metrics that are linked to the business strategy.

The HR Scorecard: A Full Guide | AIHR Analytics

The HR Scorecard: Linking People Strategy, and Performance (with Brian Becker & Dave Ulrich), was published in 2001 by the Harvard Business School Press. It is an international

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bestseller, and has

been translated by the

HBS Press into

Chinese, Danish,

Dutch, Japanese,

Korean, Polish,

Portuguese, and

Spanish. It received the

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Mark Huselid | The HR Scorecard

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People Strategy

And Performance

By Ulrich Dava

can be re-designed and

embedded to drive

organization

performance and

improve human capital

quality. By linking

people, strategy and

performance, you will

learn how to put in

place a comprehensive

**HR SCORECARD:
LINKING PEOPLE,**

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STRATEGY AND

PERFORMANCE

HR Scorecard Aligns
People, Strategy, and
Performance

Organizations consist
of people who perform
the needed work for
them. Also, such work
is determined by the
strategies that the
organizations plan for
the year or quarter
ahead. Thus, it can be
said that while the
organization
strategizes, the people

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implement the
strategy.

People Strategy

And Performance

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3,000 firms, this book describes a seven-step process for embedding HR systems within the firm's overall

strategy--what the authors describe as an HR Scorecard--and measuring its activities in terms that line managers ...

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Becker, Dave Ulrich, et

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The HR Scorecard:

Linking People,...

book by Dave Ulrich

The book outlines a

powerful measurement

system for highlighting

the role that human

resources plays as a

source of competitive

advantage and a driver

of value creation in a

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company. Builds on the
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Scorecard model,
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