

The Workforce Scorecard: Managing Human Capital To Execute Strategy

By Mark A. Huselid, Brian E. Becker, Richard W. Beatty

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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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Review

"Practical and timely, The Workforce Scorecard offers crucial lessons for leveraging human capital to achieve strategic success." -- *Workspan*, June 2005

"The Workforce Scorecard can be recommended on the grounds that a bit of fiber in your diet is healthy." -- *The Financial Times*, March 28, 2005

About the Author

Mark A. Huselid is professor of human resources management in the School of Management and Labor Relations at Rutgers University. **Brian E. Becker** is the chairman of the Department of Organization and Human Resources at SUNY-Buffalo. Becker and Huselid are co-authors of *The HR Scorecard* (HBS Press, 2001). **Richard W. Beatty** is a professor in the School of Management and Labor Relations at Rutgers University.

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