

Kienbaum-HR-Seminar with Professor Mark Huselid

# » The Workforce Scorecard

Managing and Measuring Human Capital  
to Drive Strategy Execution

24th September 2009  
Grandhotel Schloss Bensberg



Kienbaum<sup>K</sup>

## » The Workforce Scorecard

### Managing and Measuring Human Capital to Drive Strategy Execution

Most firms describe people as their “most important asset”, but why isn't the workforce managed like a strategic asset in most businesses? If human capital is recognized as a source of competitive advantage, why is the HR function typically managed like a cost center? In an economy dominated by intangible assets such as R&D, brands, and customer capital, human resources are much more than the HR function. A firm's human capital is the result of a strategically aligned and managed HR architecture – which includes the HR function, the broader HR system as it is implemented by line managers, and the workforce. Since what gets measured gets managed, if the workforce is to be managed as a strategic asset, firms must be able to measure its strategic contribution. Based on his recent books *The HR Scorecard: Linking People, Strategy & Performance* (with Brian Becker and Dave Ulrich), and *The Workforce Scorecard: Managing and Measuring Human Capital to Drive Strategy Execution* (with Brian Becker and Dick Beatty), and his new book (out in April 2009) *The Differentiated Workforce: Transforming Talent Into Strategic Impact* (also with Brian Becker and Dick Beatty), Prof. Mark Huselid will describe how organizations can develop measurement systems to help execute strategy.

**I'm looking forward to your participation!**

Best regards

A handwritten signature in blue ink, appearing to read 'W. Jochmann', with a stylized flourish at the end.

**Dr. Walter Jochmann**

*Chairman of the Board*

*Kienbaum Management Consultants GmbH*

## » Mark Huselid

Dr. Mark Huselid is Professor of HR strategy in the School of Management and Labor Relations (SMLR) at Rutgers University. Dr. Huselid's current academic research and consulting activities focus on the linkages between HR management systems, corporate strategy, and firm performance. He also has an active research and consulting program focused on the development of balanced measurement systems to reflect the contribution of the workforce, workforce management systems, and the HR management function to business success.



Dr. Huselid was the Editor of the Human Resource Management Journal from 2000 to 2004, and is a current or former member of numerous professional and academic boards. Dr. Huselid is a frequent speaker to professional and academic audiences, having delivered over 500 presentations throughout the U.S., Europe, Asia, and Africa.

Dr. Huselid's first book *The HR Scorecard: Linking People, Strategy & Performance* (with Brian Becker and Dave Ulrich) was published in 2001 by the Harvard Business Press (HBP). The HR Scorecard has been translated into ten languages and is a HBP bestseller. His second book *The Workforce Scorecard: Managing Human Capital to Drive Executive Strategy* (with Brian Becker and Dick Beatty) was published by the HBP in 2005. The Workforce Scorecard has also been translated into ten languages and is a HBP bestseller. His latest book *The Differentiated Workforce: Transforming Talent Into Strategic Impact* (with Brian Becker and Dick Beatty) will be published by HBP in April 2009.

Dr. Mark Huselid lives in Princeton Junction, NJ, with his wife and two children.

# » Agenda

8:30 am **Welcome and coffee, registration**

9:00 am **Welcome, introduction and day overview**

*Dr. Walter Jochmann*

*Chairman of the Board*

*Kienbaum Management Consultants GmbH*

9:15 am **Define your company's competitive strategy**  
– **how it plans to differentiate itself from rivals**

- » How will you grow your business?
- » What strategic capabilities and culture are required?
- » What are the obstacles to strategic success and how will they be overcome?
- » How will we accelerate change?
- » How will we measure success?
- » How will we identify and reward those who contribute to our strategic success?

10:30 am **Coffee and tea break**

10:45 am

### Create a talent map and identify HR's deliverables

- » Uncovering the process of "what causes what" in the execution of our firm's strategy
- » Identifying key or "A" jobs that are crucial for our firm's success

12:15 pm

Lunch



1:15 pm

## Select metrics: Build HR and workforce scorecards

### For the workforce

- » Are we achieving our key strategic objectives as a direct result of the workforce? (Workforce Success)
- » Are employees behaving in ways likely to lead to the long-run success of the business? (Workforce Behaviors)
- » Does the workforce have the knowledge, skills and abilities to execute our strategy? Are we making the necessary investments in the workforce? (Workforce Competencies)
- » Does the workforce know, understand, and embrace our strategy? (Workforce Mindset/Culture)

### For the HR function

- » Have we achieved the right levels of Workforce Success, Workforce Behaviors, Workforce Mindset, Workforce Competencies, and Workforce Costs and Investments? (HR deliverables)
- » Do employees experience the way they are managed as internally consistent and aligned with strategy? (Right Types of Alignment)
- » Have the right HR practices been developed and effectively implemented throughout the firm? (Right HR practices)
- » Do our HR managers have the requisite competencies? (Right HR managers)

2:45 pm

Coffee and tea break

3:00 pm

**Align the HR architecture with the needed HR deliverables**

Winning through disproportionate investments:

"A" players in "A" positions for "A" customers

- » Alignment with Business Strategy
- » Integration of HR practices
- » Differentiation within the HR architecture

4:00 pm

**Implement HR and workforce scorecards and decision support systems**

- » Understanding the role of HR and workforce measurement in effective strategy implementation
- » Communicating workforce strategy
- » Enhancing the measurement competence of HR and line managers

5:00 pm

Closing session

## » Conditions of participation

The participation fee of 1.200,- Euro exclusive of VAT per person includes workshop materials, lunch and drinks. The payment is due on receipt of the invoice.

You will receive a confirmation of your participation upon receipt. The cancellation (only on writing) is free of charge until 4 weeks prior to the workshop (Aug. 24th 2009). After that date half of the participation fee will be charged.

In case of cancellation or no-show on the day of the workshop the whole participation fee is due. We accept a replacement without additional costs.

## » Location

Grandhotel Schloss Bensberg  
Kadettenstraße  
51429 Bergisch Gladbach  
Fon: +49 2204 429-20

In case you need an accomodation please make your own reservation.

## » Workshop language

English

## » Target Audience

HR Professionals

## » Do you have any questions?

### **Please contact:**

Simone Kohrs

Kienbaum Communications GmbH & Co. KG

Fon: +49 40 32 57 79-55

E-mail: [simone.kohrs@kienbaum.de](mailto:simone.kohrs@kienbaum.de)

Registration Kienbaum-HR-Seminar with Prof. Mark Huselid

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## » Registration

- Yes, I will attend the Kienbaum-HR-Seminar on September 24th. I accept the conference fee and pay 1.200,- Euro.
- Unfortunately, I cannot attend the Kienbaum-HR-Seminar.
- I am interested in opportunities for exhibition or sponsoring.

### Registration details

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Family name / First name / Title

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Function / Department

---

Organisation / Company

---

Street Address

---

Postal code

---

City / State

---

Phone / Fax

---

E-mail

---

Contact Person

---

Date, Signature

### **Please send your registration**

via Fax +49 40 32 57 79 - 20

via E-mail [simone.kohrs@kienbaum.de](mailto:simone.kohrs@kienbaum.de)

via Mail Kienbaum Communications GmbH & Co. KG

Simone Kohrs

Hohe Bleichen 19

20354 Hamburg

### **Further questions**

If there are further questions, don't hesitate to contact Simone Kohrs by phone (+49 40 32 57 79 - 55).

## » Directions Schloss Bensberg

### Approach from the south

On the A3 towards Cologne until motorway junction to Köln-Ost. Change to the A4 direction of Olpe/Gummersbach. Continue until the 4th autobahn exit (Moitzfeld). Turn left at the end of the exit, towards Bensberg center (Overather Straße). Continue to the next major intersection with traffic lights and turn right (Am Stockbrunnen). At the traffic lights turn left (Kadettenstraße). You will skirt around Castle Bensberg and, after the curve, turn right into the main entrance to Grandhotel Schloss Bensberg.

### Approach from the north

On the A3 in the direction of Frankfurt until the motorway junction Köln-Ost. Change to the A4 direction of Olpe/Gummersbach. Continue until the 4th autobahn exit (Moitzfeld). Turn left at the end of the exit, towards Bensberg center (Overather Straße). Continue to the next major intersection with traffic lights and turn right (Am Stockbrunnen). At the traffic lights turn left (Kadettenstraße). You will skirt around Castle Bensberg and, after the curve, turn right into the main entrance to Grandhotel Schloss Bensberg.

### Cologne central train station - Bensberg

Follow the signs to the Rheinufer-feeder and join the A4 direction Olpe/Gummersbach. Continue until the 4th autobahn exit (Moitzfeld). Turn left at the end of the autobahn exit, in the direction of Bensberg center (Overather Straße). Continue until the next major intersection with traffic lights and turn right (Am Stockbrunnen). At the traffic lights turn left (Kadettenstraße). You will skirt around Castle Bensberg and, after the curve, turn right into the main entrance to Grandhotel Schloss Bensberg.

### Köln Bonn airport - Bensberg

On the A59 in the direction of Cologne until the Köln-Ost motorway junction. Change to the A4 direction of Olpe/Gummersbach. Continue until the 4th autobahn exit (Moitzfeld). Turn left at the end of the autobahn exit, towards Bensberg center (Overather Straße). Continue to the next major intersection with traffic lights and turn right (Am Stockbrunnen). At the traffic lights turn left (Kadettenstraße). You will skirt around Castle Bensberg and, after the curve, turn right into the main entrance to Grandhotel Schloss Bensberg.

