Building the Business Case for Human Capital Management Initiatives

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Contents

Introduction

A lot has happened in the two years since we published the first edition of this e-book. More organizations are realizing the impact their people have on performance, profitability, and sustainability.

Many are working on improving the employee experience to improve productivity, engagement, and retention. However, challenges remain in funding improvements that will make the new employee experience happen. CHROs, CLO's, and other leaders still must compete for scarce resources, and business leaders closely scrutinize spending on people programs and technology.

The primary purpose of this e-book is to show you an approach that will help you make your business case by changing the organizational mindset from one of solving HR problems to solving business problems — to engage leaders and managers by helping *them* solve *their* problems.

In our experience, successful people initiatives

- are founded on a strong business case aligned to the business strategy, and

- engage top management in becoming project champions.

In fact, we find most often that improvement projects perform best when operational management and HR approach us together to help solve a business problem. Often, management leads the effort. Our most successful projects are those where managers own the problem and the solution.

The purpose of this e-book is to help you engage the right people in leading, planning, and executing your project.

> In a large motorized recreational equipment business, Sales needed to solve the problem of high turnover in their 18-month new employee training program. A majority of new employees were not completing the training.
>
> The solution was an employee training portal that enabled individuals to track their own training. It used gamification techniques to reward their progress. The solution included a manager dashboard that made it easy for team leaders to track individual and team progress.
>
> The program paid for itself in 4½ months. Turnover decreased and completion rates skyrocketed – but better-trained employees provided the most important impact – a dramatic increase in sales.

We will show you how an open conversation on human capital initiatives can create a working environment where:

- Projects align to specific business objectives and measure their impact on those objectives.

- Top leadership is keenly aware of the expected impact of the project on the organization and champions the project to ensure its success.

- Leaders and managers in the business support the initiative because they expect an impact on their operations and business objectives.

Getting Started: Processes, People, and Priorities

The first step in getting approval for your initiatives is to learn how proposals and projects get done in your organization.

Seek people in your company who have had their proposals approved. If your company has a formal review process, learn how it works. Find out if reviews are on a regular schedule or if they happen when a proposal comes up. You need to know whether you must compete with other initiatives for a share of budgeted resources, or if each project is decided on its own merits.

Identify the Decision-Makers

Review previous projects to see who approved them and why. The final decision authority may be the CEO, CFO, or a group of executives. Your case may be reviewed at several levels before it reaches the final authority, and you will need to understand how to negotiate each level.

Study the factors driving decisions in the business. Read financial reports, shareholder communications, internal communications, and news articles. Find out what motivates the decision-makers.

Form Alliances

Seek leaders in the business to start conversations about organizational performance. Be prepared for negative feedback, and when you get it, acknowledge the feedback and explain that the reason you started the discussion is to learn precisely what that person is telling you.

Frame the discussion in terms of their needs. For example, if a manager says there is a turnover problem, acknowledge it and ask with they think might be driving it. You may want to pursue the answer by asking if what they describe is the cause or a symptom of a different problem. Help them keep an open mind in exploring the issue.

Keep in mind the purpose of the discussion is not to get support for your programs. It is to become an ally who will help them solve their problems.

Get Finance on your team – or, to say it better, get on Finance's team. If you don't have a direct line to the CFO, begin with the person in Finance who handles your account. An alliance with Marketing also has advantages. Over the past fifty years, marketers have become experts at measuring human behavior and may have resources you can use.

The best advice we can offer is not to go it alone. Seek experts in other business processes and functions.

Define the Business Need

In the previous section, we discussed the need to form alliances with leaders and managers to become a part of each manager's performance team.

When your new ally identifies a need, frame it in a short sentence. Here are a few examples.

- We are losing people to our competitor.

- Unplanned absences are disrupting production.

- People on the sales floor are not cross-selling.

- We can't find qualified technicians.

Define the need and frame it in terms of business strategy. Identify the related key performance indicators and gain the support of the person accountable for them.

Assemble a Team

Put together a cross-functional team to study the problem. Don't rush to a solution. Take your time to explore ideas from everyone on your team and from experts outside it.

Make your team as small as possible while large enough to provide all the expertise you need. Teams that grow too large can become hard to manage and can often split into factions.

In addition to human capital management expertise, we recommend you include the following seven areas of competence on your team.

- **Finance and/or Procurement**. Ask your CFO to designate a representative to guide your team in financial strategy, cost/benefit analysis, forecasting, and ROI calculations.

- **Line-of-Business**. This is an expert in the corporate entity that owns the business results. It may be experts in sales, production, research, logistics, or any other function. It may also include other people affected by your proposal.

- **Executive Sponsor**. Seek a mentor who is a member of the executive team or who has connections to it. It is even better if your mentor also owns the problem.

- **Marketing or Customer Service**. If a problem affects customers, you will need an expert who knows them and their needs. Marketing can also help with analysis and change management.

- **Technology**. Expertise in this area could include external entities, such as vendors or consultants.

- **Analytics**. Include your human capital analytics team if you have one. If you don't, you may be able to use analytical capability in marketing or finance. You may need an analytics consultant to help you build your team.

- **Project Management**. A project manager will provide expertise on how to manage your resources and activities. An experienced project manager will also provide risk management expertise.

Analyze the Business Need

Use the expertise on your team to explore why the business need or problem exists.

Some of the information you need will be in functions other than Human Resources. You may need to correlate sales, revenue, production or logistics data with candidate or employee profiles, learning assessments, or demographic and population data. Work with the owners of the data to gain access.

If you are dealing with a process, develop a flow diagram or flowchart to analyze it. Use cause-effect diagrams and interrelationship digraphs to establish relationships and root causes.

Document your analysis. You will need to explain how you arrived at your conclusions.

Evaluate Options

Use group brainstorming to generate potential solutions. You have team members from several disciplines, and each will have a different point of view. Bone up on your brainstorming techniques so you get a free flow of ideas.

Frame proposed solutions as hypotheses: If we *do this*, then *this* will happen. The best place to start might be your null hypothesis, i.e., *what happens if we do nothing?*[1]

> *If we do nothing, unplanned absences will continue to impact production. To meet our commitments, we will need to over-staff by 11% with additional employees and overtime. Our production costs will increase by 7%, and net profit will continue to fall.*

Evaluate and compare your ideas. For each one, compare cost, revenue, risk, and time to implement. Eliminate or modify proposed solutions that are unfeasible, unacceptable, or not aligned with the business strategy.

Work with your executive sponsor to identify which proposals have the best chance of being approved by your executive team.

Narrow your list down to the best two or three alternatives and create a high-level plan for each.

Create a High-Level Plan

The purpose of the high-level plan is to understand the resources required and develop a rough idea of the costs and benefits. It is the who, what, where, when, and how of your proposal.

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[1] Sheen, Raymond with Amy Gallo. HBR Guide to Building Your Business Case. Harvard Business Review Press.

The *who* is critical at this point because you will need the buy-in and support of the people involved, especially the people who will do the work or provide funding.

To construct the high-level plan, list the major activities and milestones in chronological order. For each activity, list who will do what, where, when and how. If you need help, work with your project management expert.

Calculating Costs

Estimating costs and benefits of an investment may seem intimidating for non-financial leaders, but you have a team in place, and you have laid the groundwork. Now it is just a matter of following your Finance partner's guidance.

Know the Planning Horizon

You will need to show costs and benefits over a defined planning period. Your company may have a policy for the planning period depending on the type of project you are proposing.

Create an ROI Worksheet

Your Finance partner will advise you on the format and planning period for your ROI worksheet. If you don't have a standard format, you can use the sample below. The purpose of the ROI worksheet is to capture your analysis in a form familiar to your business leaders.

ROI Worksheet

Project Investment

Capital Costs	Amount	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Source of Estimate	Rationale
Infrastructure	0								
Hardware	0								
Perpetual Software Licence	0								
Total Capital Costs	**0**	**0**	**0**	**0**	**0**	**0**	**0**		

Project Expense	Amount	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Source of Estimate	Rationale
Implementation Fee	0								
Consulting	0								
Personnel	0								
Supplies	0								
Travel	0								
Transition Expense	0								
Total Project Expense	**0**	**0**	**0**	**0**	**0**	**0**	**0**		
Total Project Investment	**0**	**0**	**0**	**0**	**0**	**0**	**0**		

Operating Costs

	Amount	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Source of Estimate	Rationale
Annual License	0								
Maintenance	0								
Support	0								
Training	0								
Administration	0								
Total Operating Costs	**0**	**0**	**0**	**0**	**0**	**0**	**0**		

Project Benefits

	Amount	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Source of Estimate	Rationale
Revenue	0								
Infrastructure Savings	0								
Operating Impact	0								
Other Benefits	0								
Total Project Benefits	**0**	**0**	**0**	**0**	**0**	**0**	**0**		

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Annual Total	$ -	$ -	$ -	$ -	$ -	$ -
Cumulative Total	$ -	$ -	$ -	$ -	$ -	$ -

Project Investment

Capital costs are expenses required to acquire an asset. They will include facilities, purchased software, or any other tangible property.

Amortization rules are complicated and sometimes change, so calculating capital cost requires the expertise of your Finance partner. You may need to show the cost of an asset in the first year, or you may need to spread it out over a depreciation period.

Project costs include implementation costs, including personnel, travel, consulting, and any other non-capital expenses.

Transition costs are the result of temporary disruption. Include spikes in support calls, one-time training costs, and temporary dips in productivity. Explore the concept with your experts to make sure you capture realistic estimates.

Operating Cost

To calculate operating cost, you will need to consider the cost of maintenance, licensing, support, facilities, training, and any other ongoing cost. Consider also costs that other business unit may incur and be sure to include them in the discussion.

Some initiatives will lower operating costs. Be sure to include those in your calculations. If you are automating or improving a process, you may have labor savings you can add in the benefits as *reallocated productivity*: resources you reclaim through efficiencies that you can deploy to other needs. For example, if you implement a chatbot to answer employee questions about pay and benefits, some of your staff may be able to refocus their efforts on other initiatives.

Calculating Benefits

The best place to get estimates for the benefits of your initiative is the line-of-business leader impacted by it. For example, if you are implementing mobile learning to deliver just in time training and sales support, you can rely on the sales team's experience in forecasting.

Work with your subject matter experts to develop best-case, worst-case, and most likely case assumptions. Present all three estimates when you make your pitch for approval and capture the source and rationale for the numbers. Refer to it when a reviewer challenges your numbers.

If you cannot quantify intangible benefits, do not use them in your estimates. You can, however, use them in your presentation pitch. There will be benefits you cannot predict but can measure. Mention those also, but do not include them in your estimates.

Map and analyze the processes your initiative will touch. Small changes to a process can often result in significant savings in rework, administrative costs, materials, and labor.

Make sure the executive leaders responsible for outcomes will stand behind the numbers. Just asking an executive to verify the numbers may get you a more realistic estimate.

Return on Investment

If your organization has a procedure and format, calculating ROI may be a matter of entering information in a template. Your partner in Finance or Procurement will be your expert source. If not, the worksheets in this section will help you

ROI Calculation

In the previous two sections, we showed you how to use the ROI worksheet as a working model to capture costs and benefits. We will now explore the ROI calculation you will present to your approvers.

The CFO Question: When will we recoup our investment?

To calculate how long it will take to pay back the investment, calculate the cumulative total of costs and benefits for each year until it is a positive value. Your business may require that you calculate the payback period beginning when you start the project or when you launch the solution at the end of the implementation.

Our first example shows ROI calculation starting at project kickoff. The benefits begin in the year the project is complete. This example shows a project completing in 18 months, with a payback period of five years.

Sample ROI Calculation: Payback period starts at project launch							
Sample calculation for a talent management platform deployed in the cloud							
18-Month Project: **Benefits begin in Year 2**							*Thousands of Dollars ($1,000)*
Project Investment	**Amount**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**
Capital Costs	-	-	-	-	-	-	-
Project Expense	1,650	1,100	550	-	-	-	-
Total Project Investment	1,650	1,100	550	-	-	-	-
Total Operating Costs	2,600	150	250	550	550	550	550
Total Costs	4,250	1,250	800	550	550	550	550
Total Benefits	5,200	-	300	1,000	1,300	1,300	1,300
Annual Total		$ (1,250)	$ (500)	$ 450	$ 750	$ 750	$ 750
Cumulative Total		$ (1,250)	$ (1,750)	$ (1,300)	$ (550)	$ 200	$ 950

Our second example shows ROI calculation beginning at the end of the implementation phase when most licensing costs start in cloud implementations. The illustration shows a project completing in 18 months, with a payback period of four years.

Sample ROI Calculations: Payback period starts at project completion
Sample calculation for a talent management platform deployed in the cloud

18-Month Project:
Benefits Begin in Year 2   *Figures in Thousands ($1,000)*

Project Investment	Amount	Project	Year 1	Year 2	Year 3	Year 4	Year 5
Capital Costs	-	-	-	-	-	-	-
Project Expense	1,650	1,650	-	-	-	-	-
Total Project Investment	1,650	1,650	-	-	-	-	-
Total Operating Costs	3,000	250	550	550	550	550	550
Total Costs	4,650	1,900	550	550	550	550	550
Total Benefits	5,550	-	650	1,000	1,300	1,300	1,300
Annual Total		$ (1,900)	$ 100	$ 450	$ 750	$ 750	$ 750
Cumulative Total		$ (1,900)	$ (1,800)	$ (1,350)	$ (600)	$ 150	$ 900

Many companies implement a multi-module talent management platform over several years. In that case, benefits might begin the first year but will grow over time as additional modules come online.

Sample Phased ROI Calculation: Payback period starts at completion of Phase I
Sample calculation for a talent management platform deployed in the cloud

Phase I: 12 months
Phase II: 6 months
Phase III: 6 months   *Thousands of Dollars ($1,000)*

Project Investment	Amount	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Capital Costs	-	-	-	-	-	-	-	-
Project Expense	1,750	1,000	750	-	-	-	-	-
Total Project Investment	1,750	1,000	750	-	-	-	-	-
Total Operating Costs	4,050	-	550	700	700	700	700	700
Total Costs	5,800	1,000	1,300	700	700	700	700	700
Total Benefits	5,850	-	250	400	700	1,300	1,600	1,600
Annual Total		$ (1,000)	$ (1,050)	$ (300)	$ -	$ 600	$ 900	$ 900
Cumulative Total		$ (1,000)	$ (2,050)	$ (2,350)	$ (2,350)	$ (1,750)	$ (850)	$ 50

You may need to present a thorough ROI analysis of more than one option. For example, if you are preparing a case for new talent management technology, you may have some approvers

who favor best-of-breed solutions while others prefer a unified platform. Regardless of which you prefer, the best approach is to present both cases in depth.

Managing Risk

Your calculations assume everything will go as planned.

What if it doesn't? What if the project schedule changes? What if your organization delays funding? What if you must replace a key team member? What if…?

Be diligent about uncovering risks. The worst possible event in your project is the one you didn't anticipate. Talk to colleagues, your technology team, line-of-business leaders and an experienced project manager about potential risks.

Calculating Risk

Calculating and managing risk is an essential feature of every proposed initiative or project in any business activity. When you evaluate risks, consider both the financial impact and the probability that it will happen.

Impact and Probability

Standard practice is to assign an impact rating to a risk, then estimate the probability or likelihood that the event will happen. The following tables give you an idea of how to construct your risk score values.

Note that a risk factor with a 100% probability is not a risk – it is a certainty. Build it into your ROI analysis and implementation plan.

The ratings and scales in this example are suggestions. Yours may be different.

Sample Impact Rating			Sample Likelihood Rating		
Descriptive Rating	Financial Impact	Scale	Descriptive Rating	Probability	Scale
Extreme	>$1,000,000	5	Extreme	> 85%	5
High	<$1,000,000	4	High	65% to ≤ 85%	4
Moderate	<$100,000	3	Moderate	20% to ≤ 65%	3
Low	<$10,000	2	Low	2% to ≤ 20%	2
Minimal	< $1,000	1	Minimal	≤ 2%	1

Risk Score

Use a Risk Analysis Worksheet to present your risk calculations. Enter each risk scenario and describe the potential impact. Multiply your probability rating by the impact rating to arrive at the risk score.

Plan whether you will avoid, transfer, or mitigate the risk, and document your strategy for each risk. You can:

- avoid the risk by changing the plan to eliminate the probability or the effect,
- transfer the risk by shifting it to a third party with a contractual agreement, or
- mitigate the risk by minimizing the impact or probability.

Risk Analysis Worksheet					
Risk Scenario	**Potential Impact**	**Probability Rating**	**Impact Rating**	**Risk Score**	**Mitigation Plan**
Loss of key team member	Could delay or stall project	2	3	6	Weekly project documentation review to ensure continuity
Lack of user adoption	Users may fail to use technology or find workarounds	2	5	10	Change management and communication plan. See Appendix B.
Legacy data has critical errors	Inability to complete data uploads and integrations on time could delay the project	5	4	20	Data cleanup and integration plan. See Appendix E.

Presenting the Case

Your organization's business practices will define how you shape and deliver your business case. Large organizations are likely to have a very rigid, prescribed format. Smaller companies may define it loosely or not at all.

- Work with your executive sponsor to structure your case. Your sponsor knows what your approvers want to see.

- Study other cases – both approved and rejected proposals. You may learn more from failures than successes.

Business Case Format

People love stories. If you develop a detailed understanding of your audience and what they care about, you can emotionally involve them in your presentation by creating a picture in their minds of the current situation contrasted with the future state.

Every story has a hero. In your narrative, the heroes are the people whose work is impacted by the business problem your team identified. In the classic story structure, the hero has a problem, runs into more issues and roadblocks, then, after a lot of trials and troubles, finds a resolution. Try to build tension as you tell your story until you reach the climax.

You can use that structure to create a picture in your audience's minds of the current state, with all its roadblocks, workarounds, and excess costs. Then, you can create a new image of the future state with the business problem resolved.

If you don't have a prescribed format, you can use the structure outlined here.

- **Executive Summary**. The executive summary may be the only thing decision makers read. Tell a brief, compelling story of how your team identified a business need and developed a solution. State the project cost and the payback period.

- **Business Need**. Describe the problem or opportunity and link it to the business strategy. Convey urgency with data.[2]

- **Solution**. Describe the solution and why you chose it. List alternatives and why you did not select them. Include the impact of doing nothing.

- **Project Plan**. Show significant milestones and deliverables. Identify team members, business functions, and external entities and the roles of each.

- **Impact**. Describe the effect on the company. Quantify benefits and link them to the strategic plan.

- **Risks**. Include your risk analysis and mitigation plan.

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[2] Sheen.

- **Return on Investment**. Show ROI and the payback period. Discuss the factors in ROI calculation and the rationale for estimates.

- **Wrap-up.** Restate the business need, why the solution will work, and reiterate the ROI. If this is a pilot project or proof of concept, show the potential impact on the organization.

- Don't forget to ask for approval to proceed. Tell your audience what you want them to do.

Build Your Presentation

Your presentation should be a summary of your business case document. Your purpose is to make an appeal that will engage your audience. Instead of trying to entertain, seek to engage with simple, direct language.

- Avoid animations and gimmicks.

- Do not use large paragraphs of text. Keep it simple.

- Use simple charts and graphs that clearly convey a single message.

- Try to keep phrases and bullet points to a few words or less and avoid presenting more than a few ideas on one slide. (We try to keep ours to three or less.) Remove articles (a, an, the).

- Avoid clutter. Keep presentations clean and crisp, especially if you are presenting to remote users who might use mobile devices.

- Do not use stock photos or graphics unless they are relevant to the story.

Get Feedback

Review your case with your sponsor and your team. Use their suggestions to fine tune your presentation and tighten up weak areas.

Know Your Audience

Ask your sponsor to give you information on the personalities in the review committee. Study their strategic plans and priorities. Understand their concerns and address them in your presentation. If you can, learn what their "hot buttons" are, both favorable and adverse.

As much as we like to think we are rational beings, the truth is that we make decisions with our emotions and justify them with logic.[3] Create emotional triggers by framing your presentation in the context of what members of your audience care about.

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[3] Haidt, Jonathan. The Righteous Mind: Why Good People Are Divided by Politics and Religion. New York: Pantheon Books, 2012.

Practice

If you will present your case in person, practice your delivery in front of a critical live audience. Ask your test audience to question your assumptions, jump ahead or back in the presentation, and interrupt (just as your real audience will).

- Practice using the multimedia technology and prepare for it to go wrong.

- Make eye contact with each person in the room for short intervals.

- Pause for a few seconds before you answer a question, then nod slightly. It signals you heard the question and can respond – and gives you time to think.

- To avoid the newbie shuffle, plant your feet. If you move, pick a spot and move to it, then plant your feet again.

- Practice not looking at your presentation screen. Reading from the screen tells your audience you don't know your topic. If you need to see your presentation, use a monitor that only you can see.

Present Your Case

When you make your pitch, remember you are presenting your case to busy people. They may not be a willing, attentive audience. It could be a group of executives reviewing 30 other cases along with yours.

Here are a few things we can share from our experience.

- Understand their impatience. It is not personal. They may be distracted by a business problem.

- Do not give your audience anything to read until you finish. If you do, they will read the summary, glance at the ROI calculation, then start checking their messages or find an excuse to leave.

- Be flexible. You may have 20 minutes on the agenda, but you could get only five, or they might hold you for an hour.

- Identify in advance which slides you will drop if the approvers cut your time. You may have time only for the executive summary and ROI slide, or just the summary. If your opening statement is a compelling message and the numbers work, you are on your way to approval.

Summary

Our purpose in writing this e-book is to help you form alliances that will help your human resources organization support the needs of the business and its people, and leverage those relationships to develop a new conversation about people and organizational performance.

We hope we have met our objectives, and that it will help you achieve yours.

A Plan for the Future

Regardless of whether your initiative wins approval, you will have made some positive gains on many fronts. You have:

- Started a conversation about the contribution of the workforce and how leaders can improve business results with better people management.

- Pointed out the need for human capital analytics to understand the impact of workforce behavior on business results.

- Created a network of alliances in your organization.

- Built a human capital management project team.

What you have created will have long-term benefits, not just for the current initiative, but for the many to come.

Resources

Download these resources to help you get started:

Sample ROI Worksheet

Business Case Template

Presentation Template

e-book Collateral

Building Your Business Case for Human Capital Management Initiatives

Landing Page

title

Building Your Business Case for Human Capital Management Initiatives - LP

meta-description

Develop a compelling business case for human capital management initiatives by starting a conversation about business performance, growth, and sustainability through people. Help your business leaders solve *their* problems.

keywords

business case for human capital management initiatives,human capital management technology initiatives,business case for human capital technology,how to get approval for a human capital management project

headline

A compelling case for human capital management initiatives is about more than costs and benefits.

body

Recent advances in HR practices and technology have created new possibilities for building a sustainable business organization – but getting your initiatives funded can be a challenge.

You can change the conversation from costs to people and productivity by making a connection to the issues your business leaders care about. Create a vision of the future where talented people drive business growth.

Download our free e-book:

> *Building the Business Case for Human Capital Management Initiatives*

The resources you need already exist in your organization. Read our e-book to see how you can form a cross-functional team that will create the desire for change.

Read the book to learn how to

- capitalize on the knowledge in your organization,

- get executive buy-in by addressing their most vexing problems, and

- Build credibility by having financial impact on the business.

Fill in the form on the right to get started.

Action Button

Take me to my e-book

Thank You Page (request)

Thank you for requesting our e-book,

> *Building the Business Case for Human Management Capital Initiatives*

You will receive an email in the next few minutes with a download link.

Thank You Email

Thank you, [FIRSTNAME]

Thank you for downloading our e-book,

> *Building the Business Case for Human Capital Management Initiatives*

We hope you are able to use this vital information to get your next human capital management project approved.

You may also be interested in learning more about [target offer].

Blog Call to Action

CTA#1

Do you struggle to get approval for your human capital management initiatives?

body

It doesn't have to be that way. Learn how to build the alliances that will carry you to the finish line.

Download our free e-book:

   Building the Business Case for Human Capital Management Initiatives

Learn how you can start a conversation about people and performance by improving business results.

action button

Take me to my e-book

CTA#2

headline

Are your people initiatives being turned down?

body

Change the conversation. Show your business leaders how you can help *them* solve *their* problems.

Download our free e-book:

   Building the Business Case for Human Capital Management Initiatives

Learn how to build alliances to change how people think about people programs.

Action button

Take me to my e-book

CTA#3

HR technology proposals get approved when you form performance-focused alliances in your organization. Help your leaders solve *their* problems.

If you struggle with getting your initiatives approaved, this e-book is for you.

Building the Business Case for Human Capital Management Initiatives

Download the e-book here.

action button

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Tweets

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Get your people programs approved. Learn how to form a cross functional team that will change the conversation.

Free e-book:

Building the Business Case for Human Capital Management Initiatives

Tweet #2

Change the conversation about people and performance. Free e-book: *Building the Business Case for Human Capital Management Initiatives*

Tweet #3

The right conversation about people and performance will get your initiatives approved. Download the free e-book about building your HCM business case.

Building the Business Case for Human Capital Management Initiatives