

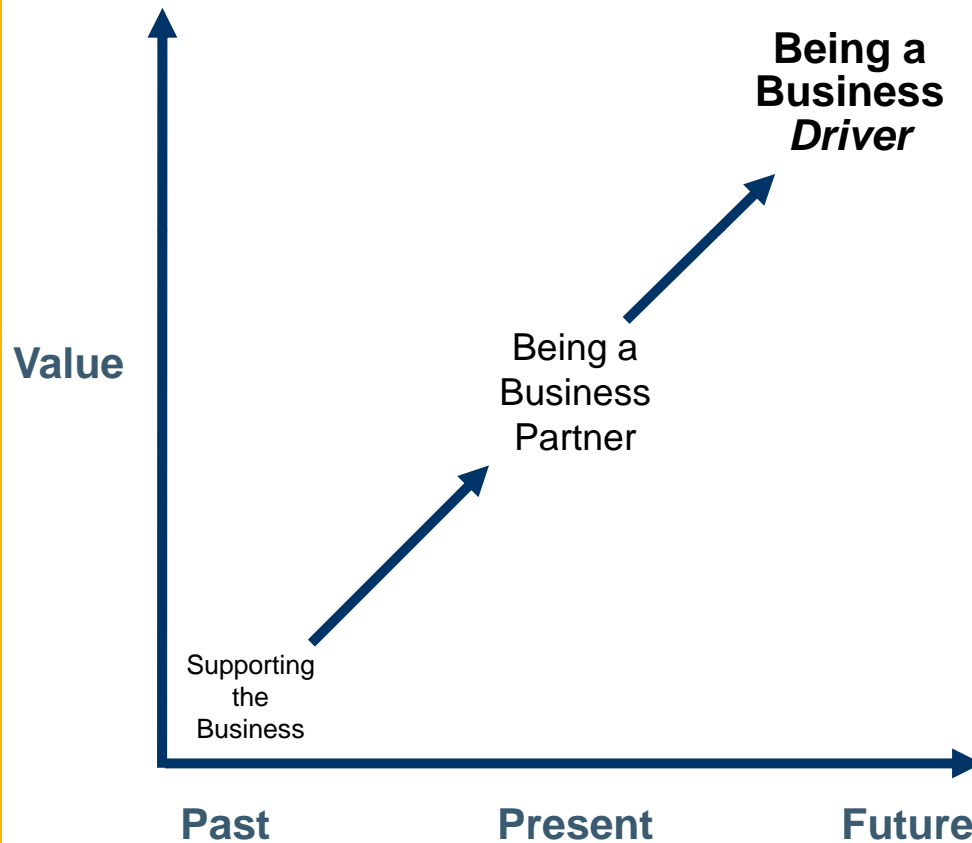
**Evaluating Human Capital: Harnessing
Efficiency and Productivity
NHRDN YMC
9th May, 2009**

About Helion Advisors



- **Venture Fund launched in August 2006**
- **Managing \$350 million in funds**
- **Provide “growth capital” to innovative business models**
 - **Special focus on business models based on value creation by people**
- **23 investments till date**
- **Advisory Team experienced in Investing, Starting, Scaling, Managing, Exiting Businesses**
- **Strong ‘On Ground’ support – “Active Capital”**
 - **Real-time management advice to portfolio companies**
 - **HR, Finance, M&A, Operations, Strategy, Globalization**
 - **Significant time/resource commitment per advisor**
 - **Hands-on involvement with entrepreneurs**

HR Path To Progress



Value is derived from owning and being accountable for processes that deliver business results

We need to rethink the work of HR

Management Expects People Management Practices to Lock in Higher Business Performance

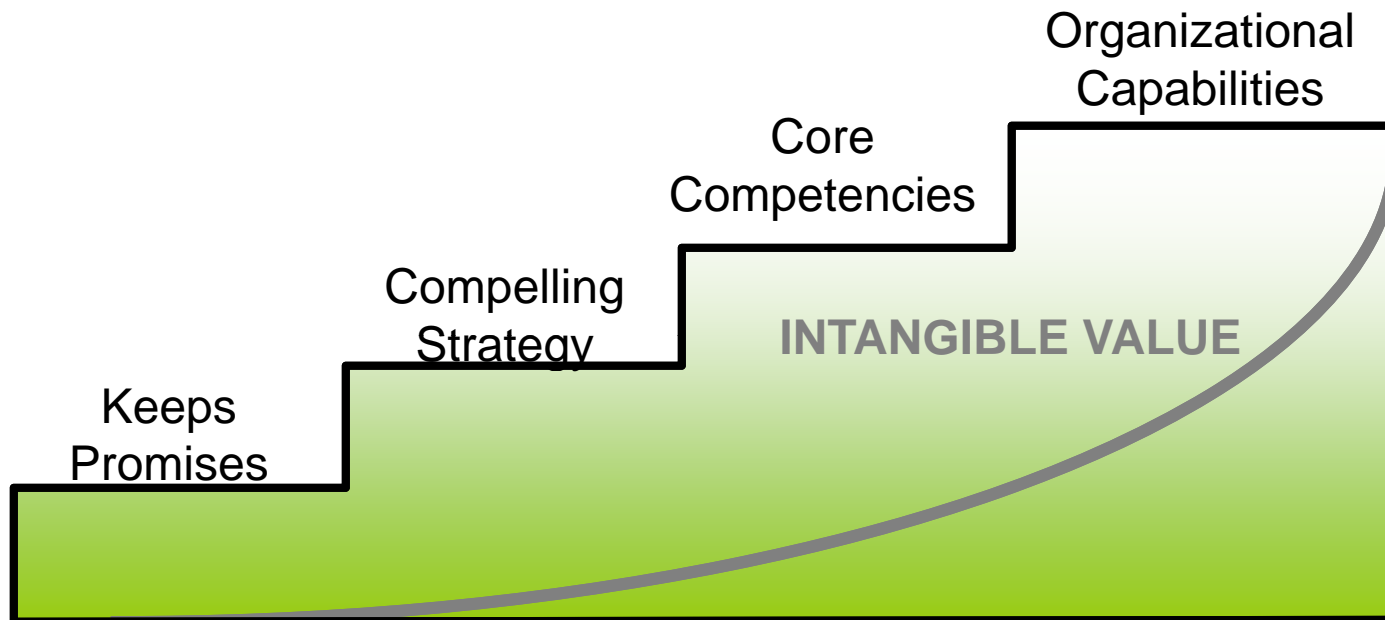


- **“Are we focused on the right drivers of value creation in our business...are we setting the right goals...”**
- **“What low cost opportunities exist to drive revenue higher through a realignment of key employee performance drivers ...”**
- **“Where in our business are we destroying bottom line value through poorly aligned people management practices...”**
- **“How can we better leverage our talented people to drive increased sales, productivity and a superior customer experience...”**



A business case for changing the way we manage and invest in our people !

How Value is Delivered to Investors



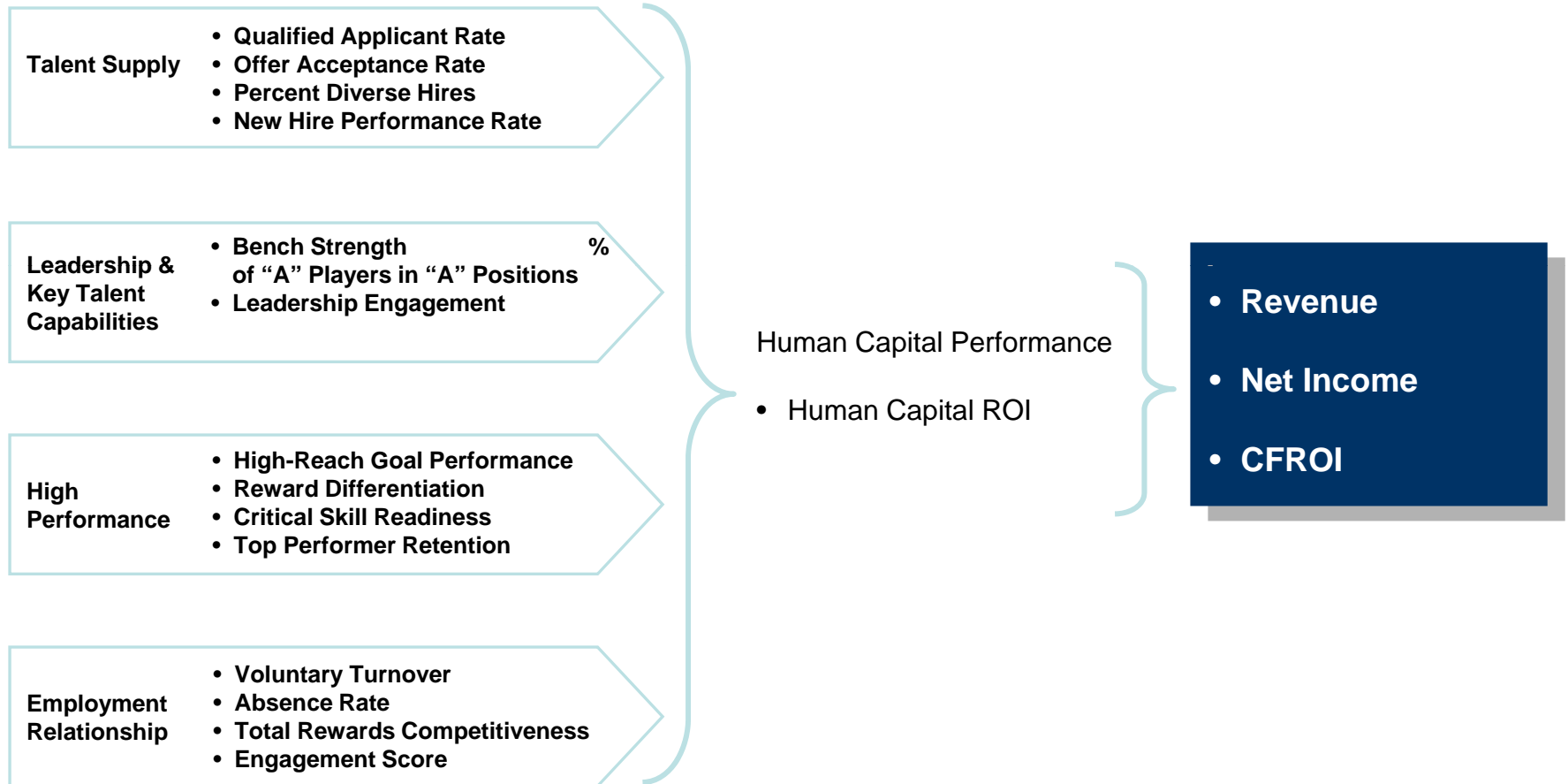
Make and meet commitments to employees, customers, suppliers, investors...

Convincing approach for continuing to create value and extending that ability into the future

Clear ability to realize value creation potential and to continue track record of keeping promises

Internal ability to make things happen efficiently and effectively now and in the future

Measuring Human Capital Impact

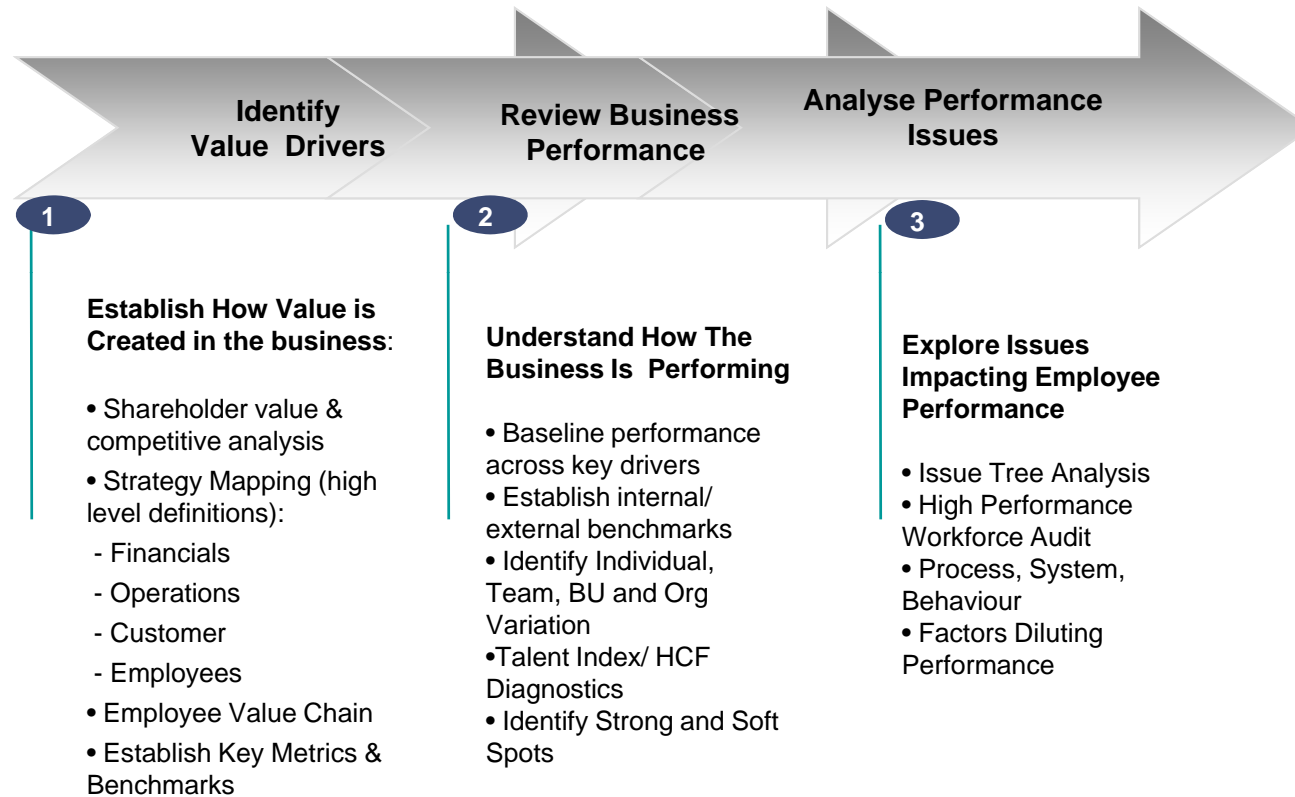


Process

Outcome

Investor

How Employees Create Value



Balanced Scorecard Strategy Map



Perspectives

Business Performance Levers

Financial
How do we create value?

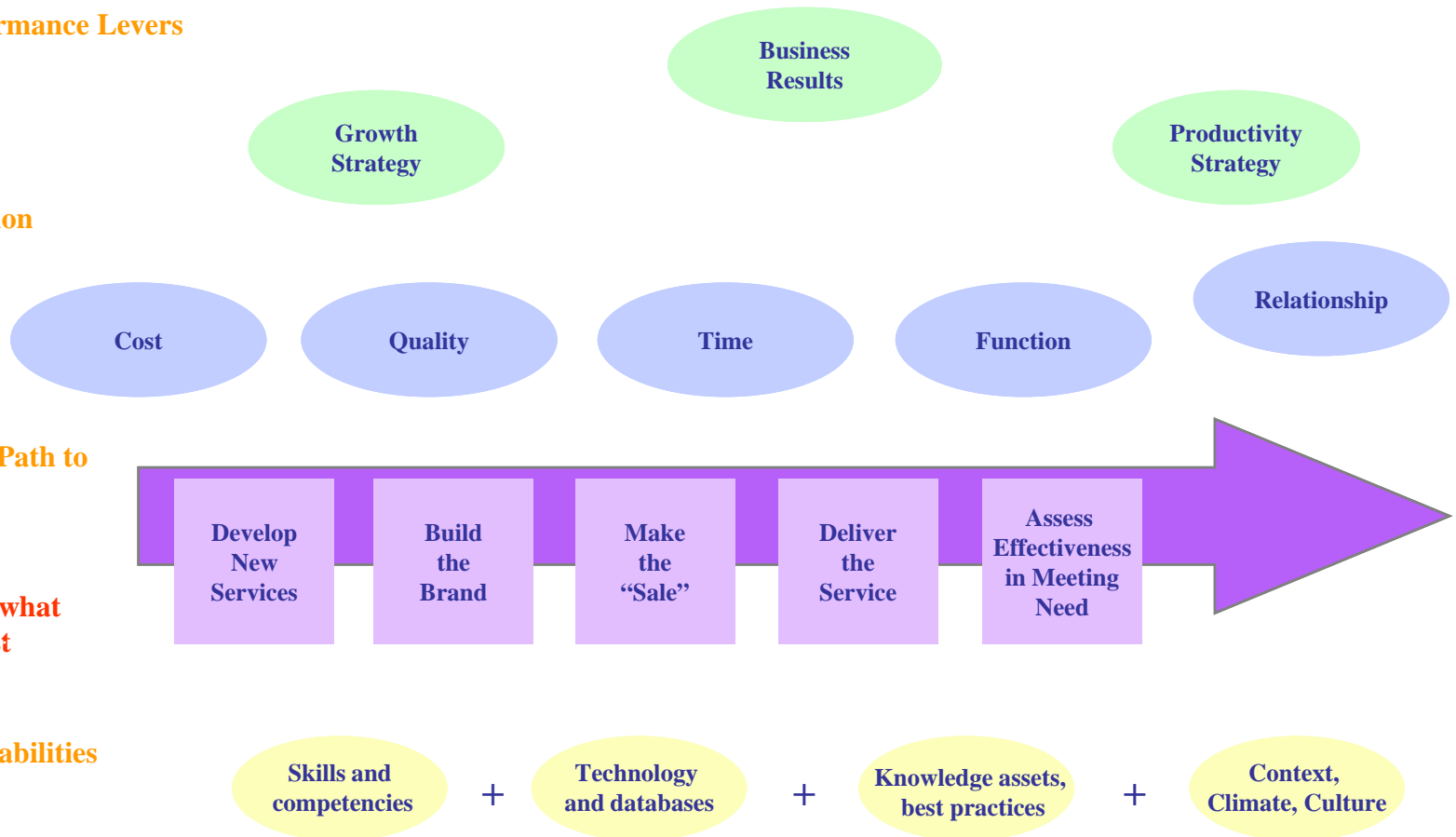
Value Proposition

Customer
What do our customers expect and value?

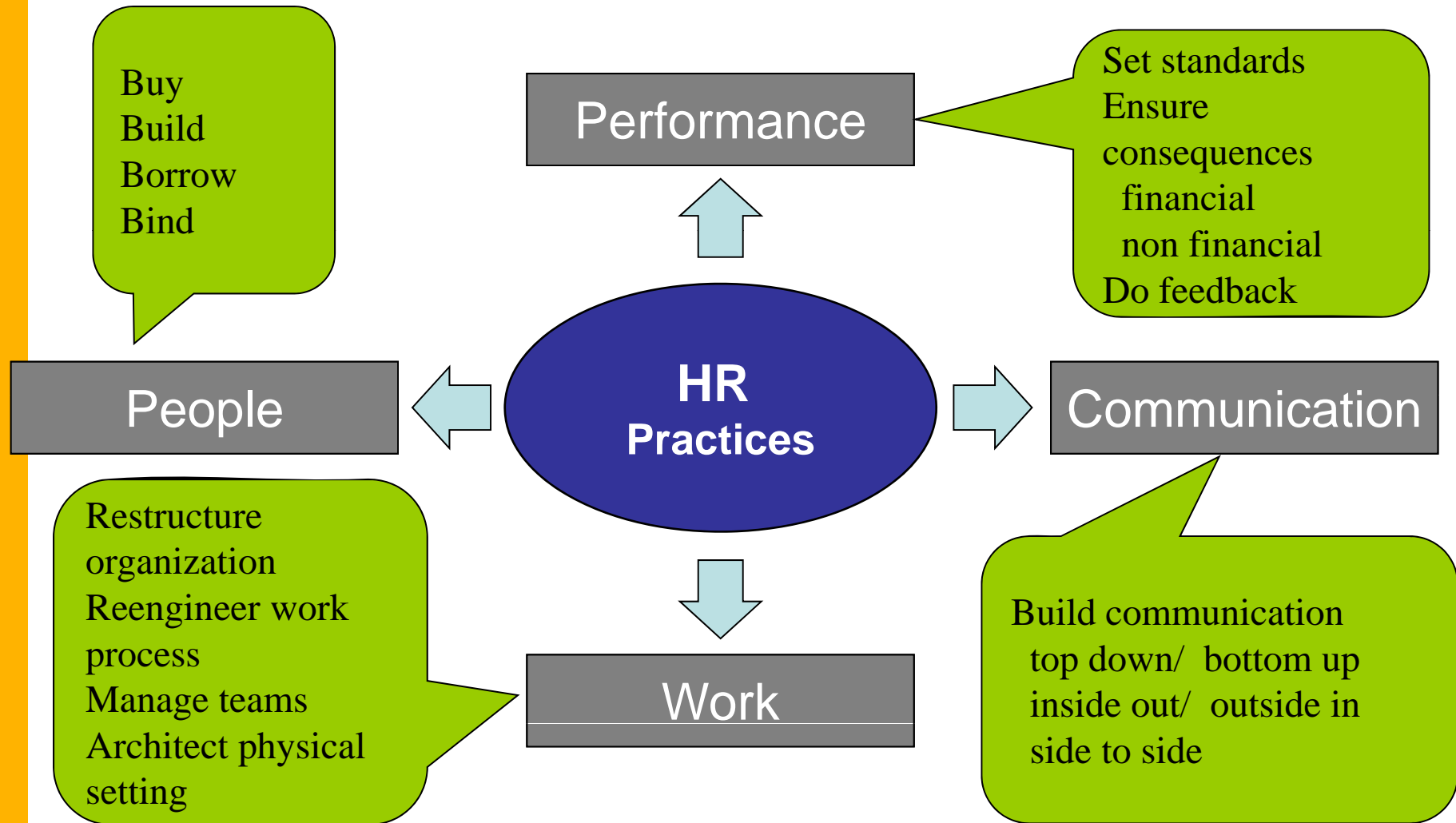
Value Chain: Path to Performance

Process
To satisfy our customers, at what processes must we excel?

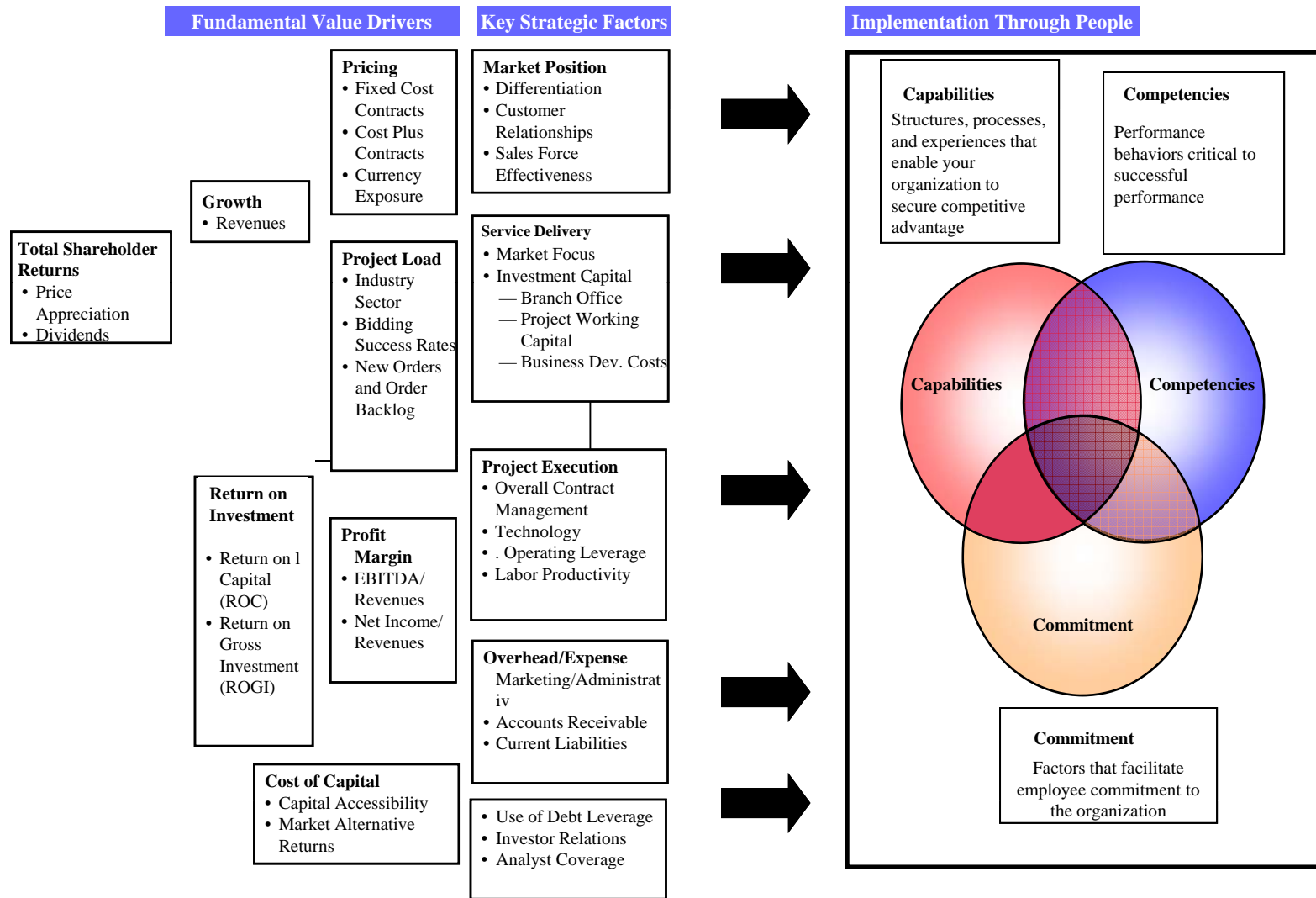
Enabling Capabilities
Learning & Growth
To achieve our vision, how must we learn, innovate, and improve?



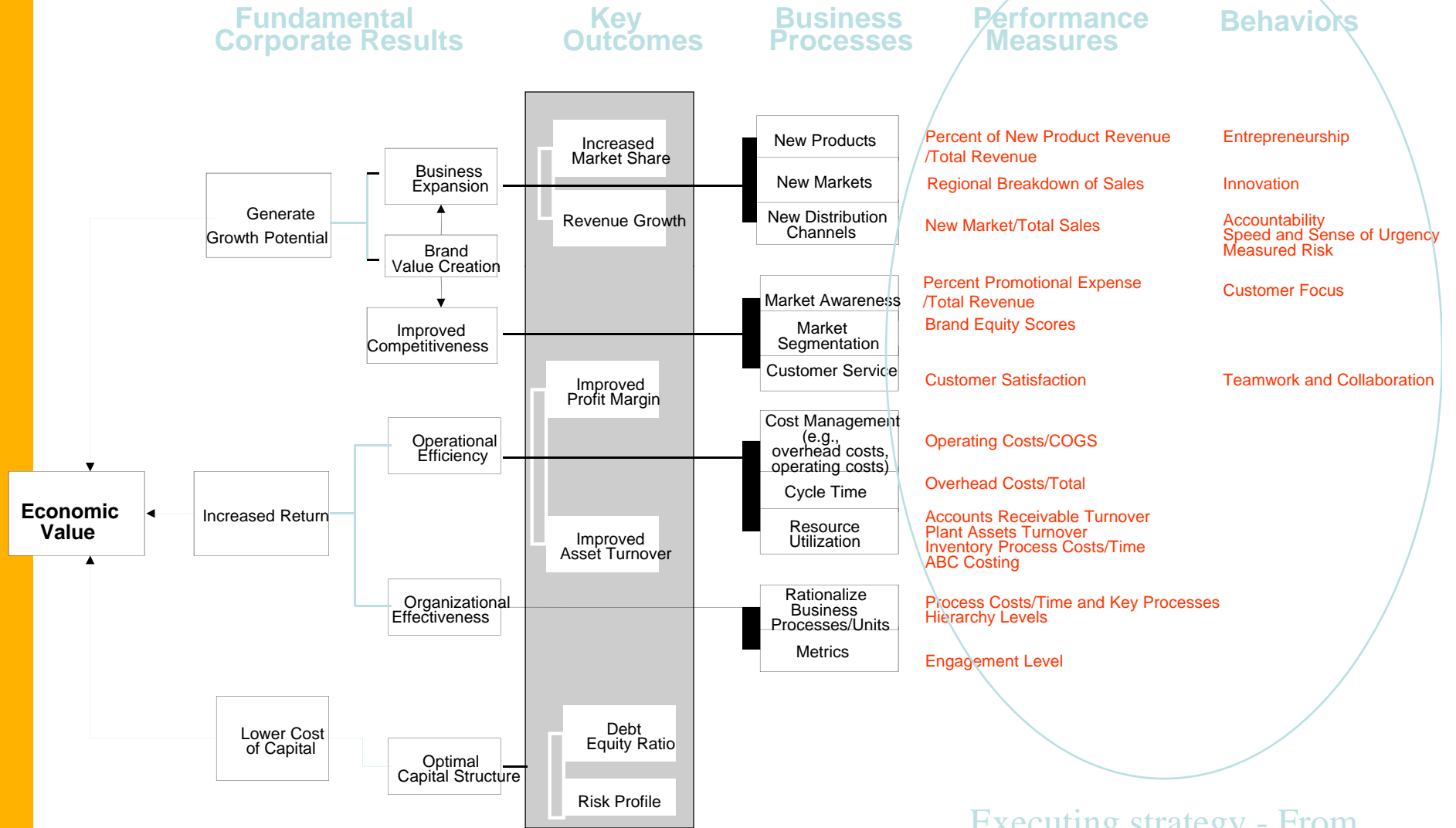
How HR Practices Create Value



Linking Shareholder Value and People



Linking Shareholder Value and People



Executing strategy - From

"Partnering entrepreneurs to build world-class companies" **intangible sources** Confidential

From HR Cost to Cost Driven by People



Hidden costs lurk in the system

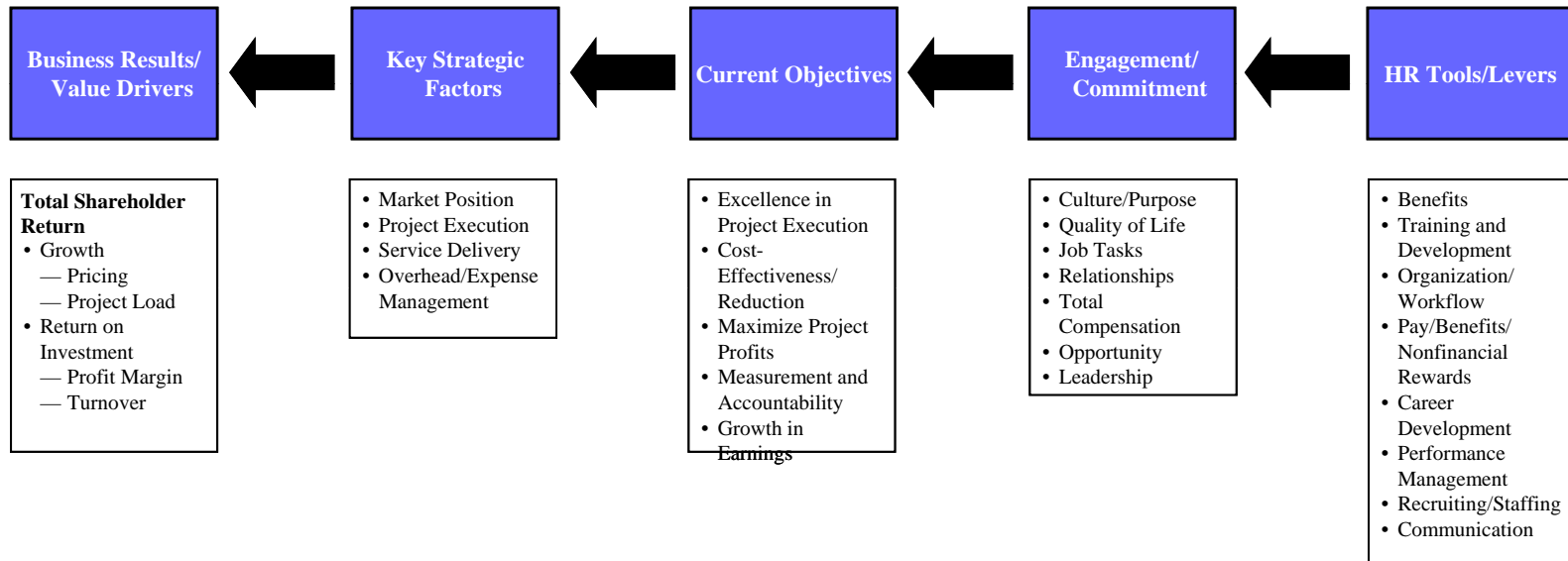
- In the duplication of activities among departments;
- In highly paid staff performing lower order tasks
- In too many people involved in a particular process.

View HR Costs on Activity Basis

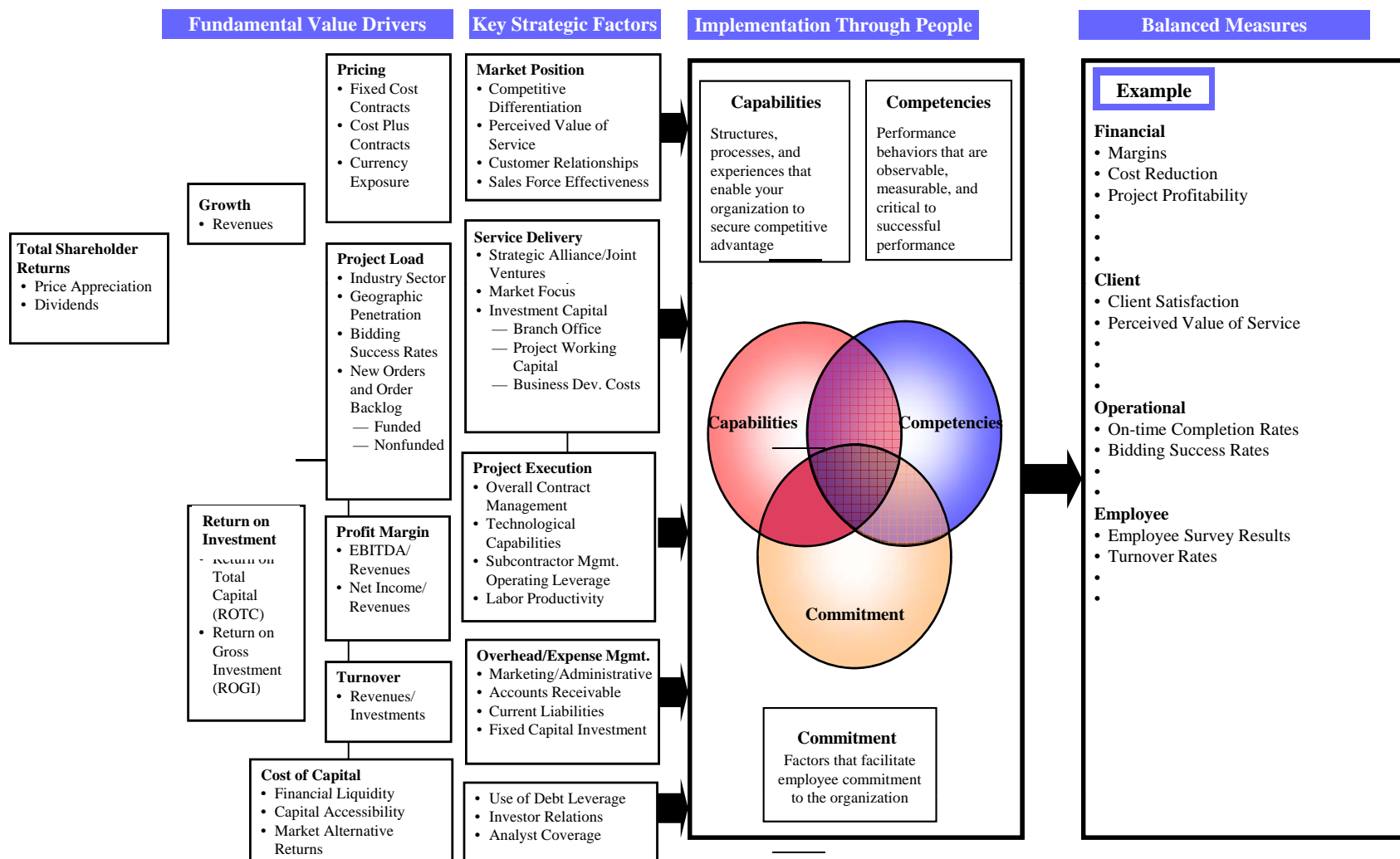
- Total cost and cost per head are not nearly as meaningful as cost by activity
- See each HR activity as a percentage of its total cost, the number of full-time equivalents dedicated to it,
- Costing by activity enables you to target process changes that lead to long-term cost reductions

Thank you

Linking Shareholder Value and Employee Commitment



Linkage and Accountability



HR of the Future—Four Bold Bets on Where HR Is Headed



HR of the Future	
<p>Human Capital R&D</p> <p>HR of the Future is taking the lead in advanced data mining and predictive modeling of human capital processes to identify new business insights.</p>	<p>Talent Engine</p> <p>HR of the Future is redefining and expanding its focus in the area of talent by managing a seamless “human capital supply chain” to ensure the organization has a ready supply of top talent.</p>
<p>High Performance</p> <p>HR of the Future is taking accountability for driving performance at the organization, team, and individual levels.</p>	<p>Organizational Steward</p> <p>HR of the Future is assuming a renewed role in building a sense of community, trust and integrity, and even spiritual meaning for the organization.</p>

Next Generation HR

