



Human Resources or Human Capital?: Managing People as Assets

Mr Andrew Mayo

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Are people really an organisation's most important asset? Not necessarily; some may be liabilities – but others are the most important drivers of value that an organisation has. But...who are they? How do you know? How can you maximise the value they have and the value they provide? Finding the answers to questions like these is what human capital management is about.

Whether public or private, successful achievement depends first on the capability of people, and secondly on their commitment and productivity. Andrew Mayo's *Human Resources or Human Capital?* discusses how you can ensure the most effective management of these value creating assets. The first part of the book also shows how to create an integrated framework of measures that can become an integral part of the organisation's performance management – and how companies have done this in practice.

The modern Human Resources (HR) function desires to be involved, relevant and supportive of the business and its strategies – but often seems not to be so. For human capital management to be effective, it is HR that must initiate the necessary mindsets, frameworks and processes. Part two of this book shows how to do this strategically and successfully, and how HR can be a serious and credible 'Business Partner', enabling managers to achieve their goals through their people and adding real value to all the stakeholders of the organisation.

The book includes 'action challenges' with every chapter and numerous practical examples of the application of its messages.

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