



The Human Capital Challenge

Human Resources policy alignment with corporate strategy: this is what this business game is about. A simulation co-developed with HEC Paris that guides participants through the interactions of human decisions and value creation.

What do participants do?

While taking multiple decisions, players will understand the multiple interactions between the business and human capital side of things within the organization. In particular, this experience will highlight the importance of investing in human capital to improve overall business performance.

In this business simulation, participants will:

- **Identify strategic human capital drivers** of company performance such as employee engagement, company attractiveness and span of control;
- **Optimize a 3-product, 1-service portfolio** to reach profitable market leadership;
- **Design & implement a sustainable long-term strategy**, integrating the organization’s business and human capital objectives;
- **Create an ecosystem** in which talents are attracted, developed, and retained.

The simulation offers a hands-on experience that illustrates the multiple steps of:

- Investing in human capital as a strategic asset;
- Achieving more productive results;
- Ultimately driving revenues, profits and returns.

Example of training agenda

	Day 1	Day 2
Morning	Workshop and game introduction	Competitive analysis and position; Results debrief
	Business introduction	Decision #4
	Decision #1 – Business	Results debrief
	Human Capital introduction	Decision #5
Afternoon	Decision #1 – Human Capital	Results debrief
	Session about strategy; Results debrief	Decision #6
	Decision #2	Results debrief; Review of key learnings; Declaration of Winners
	Results debrief	
	Decision #3	

Decisions are made in terms of price; production volume; capacity investment; employee and managers headcount (in both R&D and marketing); compensation – against performance, competence, promotion, learning and development, onboarding, hiring budgets.

What are the learning objectives?

- **Understand the impact of people-related decisions** on strategy execution, by exploring concepts such as team leadership, attrition, best place to work, etc.
- **Develop clear strategic logics** linking human capital, customer sensitivities, strategic opportunities and financial performance.
- **Work backward** and identify the appropriate human capital decisions that will drive business performance.
- **Develop a human capital system** that retains, acquires, develops, promotes, motivates and appraises the human capital in the organization.
- **Increase managers’ awareness of their people** and leadership responsibilities.
- **Increase HR teams’ awareness of business goals** and how they meet human capital decisions.

Duration, logistics, and target group

Target group – University postgraduate courses related to HR and Organizational Behavior; Corporate trainings for HR teams and medium to senior managers.

Duration – From 2 days playing time; Can be spread over multiple days, weeks, or months;

Logistics – From 9 participants; Online, face-to-face or blended facilitation: Participants & professors have access to pre reading material to understand the rules of the game autonomously.