



Meritage

Talent-to-Business Alignment Worksheet

**A Practical Exercise to Align Talent
Priorities with Business Outcomes**





Introduction

Many talent teams work incredibly hard but struggle to demonstrate measurable business impact. Often, the issue is not effort—it’s alignment.

This worksheet is designed to help you evaluate whether your talent priorities directly support your organization’s business objectives.

Use this exercise with:

- Talent Acquisition
- HR Leadership
- Operations Leaders
- Executive Teams
- Department Managers

Best results come from completing this exercise collaboratively.

Step 1: Identify Business Objectives

List the organization’s top 3–5 business objectives for the next 12–24 months.

Examples:

- Increase revenue by 15%
- Expand into new markets
- Improve customer satisfaction
- Reduce operational costs
- Increase productivity
- Improve retention in key roles

| | Business Objective | Why This Matters to the Business | Executive Owner |
|----------|---------------------------|---|------------------------|
| 1 | | | |
| 2 | | | |
| 3 | | | |
| 4 | | | |
| 5 | | | |



Step 2: Identify Current Talent Priorities

List your current talent initiatives, goals, or focus areas.

Examples:

- Reduce time-to-fill
- Improve onboarding
- Increase leadership development
- Build employer brand awareness
- Improve manager training
- Increase employee engagement

| | Current Talent Priority | Team Owner | Success Metric |
|----------|--------------------------------|-------------------|-----------------------|
| 1 | | | |
| 2 | | | |
| 3 | | | |
| 4 | | | |
| 5 | | | |



Step 3: Map Talent Priorities to Business Objectives

For each talent priority, identify which business objective(s) it directly supports.

If a talent initiative does not clearly support a business objective, it may need to be revised, deprioritized, or removed.

| Talent Priority | Related Business Objective | Clear Connection? (Y/N) | Notes |
|-----------------|----------------------------|-------------------------|-------|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

Step 4: Evaluate Alignment Gaps

Answer the following questions honestly.

Leadership Alignment

- Do executives understand the purpose and value of talent initiatives?
- How is the talent team represented in strategic business discussions?
- Are talent priorities reviewed regularly with leadership?

Team Alignment

- Can every member of the talent team explain how their work impacts business goals?
- Are recruiters and HR team members measured on business outcomes or only activity metrics?

Operational Alignment

- Are hiring plans proactive or reactive?
- Are workforce decisions tied to future business needs?
- Are retention risks discussed strategically?



Step 5: Identify Misaligned or Low-Value Activities

List talent activities that:

- consume significant time
- create limited business impact
- are reactive instead of strategic
- no longer align with current priorities

| | Activity | Why It May Be Misaligned | Recommended Action |
|----------|-----------------|---------------------------------|---------------------------|
| 1 | | | |
| 2 | | | |
| 3 | | | |



Step 6: Prioritize High-Impact Opportunities

Identify 3 talent initiatives that would create the greatest business impact if improved.

Examples:

- Workforce planning
- Leadership development
- Manager effectiveness
- Hiring process redesign
- EVP development
- Retention strategy

| | Opportunity | Expected Business Impact | Priority Level (High/ Medium/Low) |
|----------|--------------------|---------------------------------|--|
| 1 | | | |
| 2 | | | |
| 3 | | | |



Reflection Questions

Use these questions to guide leadership discussion:

1. Where are talent and business strategy most disconnected today?
2. Which talent activities create measurable business value?
3. What capabilities does the talent team need to become more strategic?
4. What talent risks could prevent the organization from achieving its goals?
5. Where should we focus first for the greatest impact?

Next Steps

Alignment is not a one-time exercise. High-performing organizations regularly evaluate whether talent strategy is evolving alongside business strategy.

The strongest talent functions:

- understand the business deeply
- participate in strategic planning
- prioritize measurable outcomes
- proactively identify talent risks and opportunities

Need Help Identifying Alignment Gaps?

Meritage Talent helps organizations align talent strategy with business objectives through assessments, executive workshops, workforce planning, hiring optimization, leadership development, and retention strategy.

[Book a free one-hour consultation](#) to discuss your current challenges and opportunities.

