



Strategic Workforce Planning: Driving Success Through People

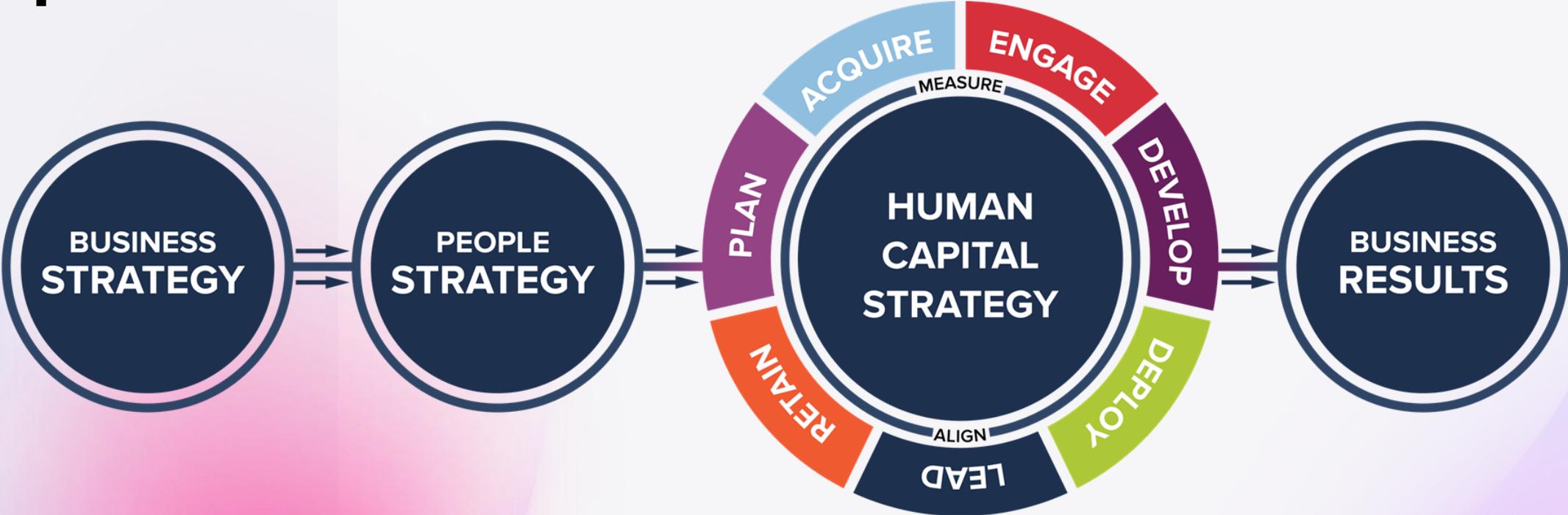
Navigating Skills, Investments, and Innovations for Future Success



SWP Challenges by Sector

SECTOR	STRATEGIC WORKFORCE CHALLENGE
Banking	Retail banking to cloud banking
Retail	Stores vs E-Commerce
Automotive	<ul style="list-style-type: none">• Petro to Electric Vehicles• Retail Stores to E-Commerce• Uber vs car ownership• Younger customer base
Fast Food	<ul style="list-style-type: none">• Franchise locations to cloud kitchen• Digitization [Pizza Hut, Chipotle, McDonalds]
Real Estate	<ul style="list-style-type: none">• Office Building vs WFH/WFA• Malls vs Online
Healthcare	Digital Transformation
Manufacturing	Manual Labor to Robotics

Workforce Architect: Success Through People



HR: Is Your Organization 'Fit for the Future'



ORGANIZATIONAL STRATEGY



CURRENT STATE

The capacity and capability we have today in our strategic roles

Strategy (s)
Business Model Challenges
Mergers & Acquisitions
Locations Strategy
Business Disruptions
Etc.

FUTURE STATE

People Strategy

- Workforce Architect
- Strategic Workforce Planning
- Change Management
- Strategic Talent Acquisitions

The Recipe

HCI STRATEGIC WORKFORCE PLANNING MODEL



The Recipe to Organizational Health



Business Strategy Alignment

What is your organization's strategy??

.Strategic workforce planning (SWP) ensures that talent strategies are integrated into overall business strategies.



Role Segmentation

What roles will be aligned to the organization's strategy?:

- Strategic Role
- Core Roles
- Supporting Roles
- Misaligned



Environmental Scan

What is the Future State of your industry?

Systematically surveys and interprets relevant data to identify external opportunities and threats that could influence future decisions.

It is closely related to a S.W.O.T. analysis and should be used as part of the strategic planning process.



Current State Analysis

What is the DNA of your organization

Workforce analysis is a process used to collect, analyze, and interpret data to assess the current state of the workforce and turn it into actionable information which organizations can use to plan to meet their future needs



Scenario Planning

Which direction do we pursue.?

Each direction could have different consequences

THE PUZZLE



Introduction to Strategic Workforce Planning



Gap Analysis

CURRENT STATE-FUTURE STATE = GAPS

Identify the gaps and close the gaps



Action Planning

SWP Strategy

Communication Strategy



KPI Driven

How will we measure

What is the weekly, monthly check-in



Introduction to Strategic Workforce Planning



Talent Alignment

Aligning workforce capabilities with business objectives is crucial for organizational success. Strategic workforce planning (SWP) ensures that talent strategies are integrated into overall business strategies.



Competency Identification

Identifying essential competencies is vital for supporting future business needs. Organizations must map critical roles to the competencies required for success.



Upskilling Focus

With talent shortages in critical roles, companies are shifting focus from recruiting to developing and upskilling existing employees. This approach helps close talent gaps and enhances internal capabilities.



Data-Driven Insights

SWP enables organizations to utilize data for informed decision-making regarding hiring and reskilling. A unified source of talent data supports strategic workforce planning efforts.



Agility and Resilience

Embedding SWP into daily operations fosters long-term agility and resilience. Organizations can better anticipate workforce needs and respond to changing demands.



Impact of AI on Workforce Skills



Emerging Skills

Data Analysis: As organizations increasingly rely on data-driven decision-making, proficiency in data analysis is essential.

Artificial Intelligence: Understanding AI technologies and their applications is becoming crucial for many roles.



Skill Gaps

Lack of Data Literacy: Many employees struggle to interpret and utilize data effectively, creating a significant gap.

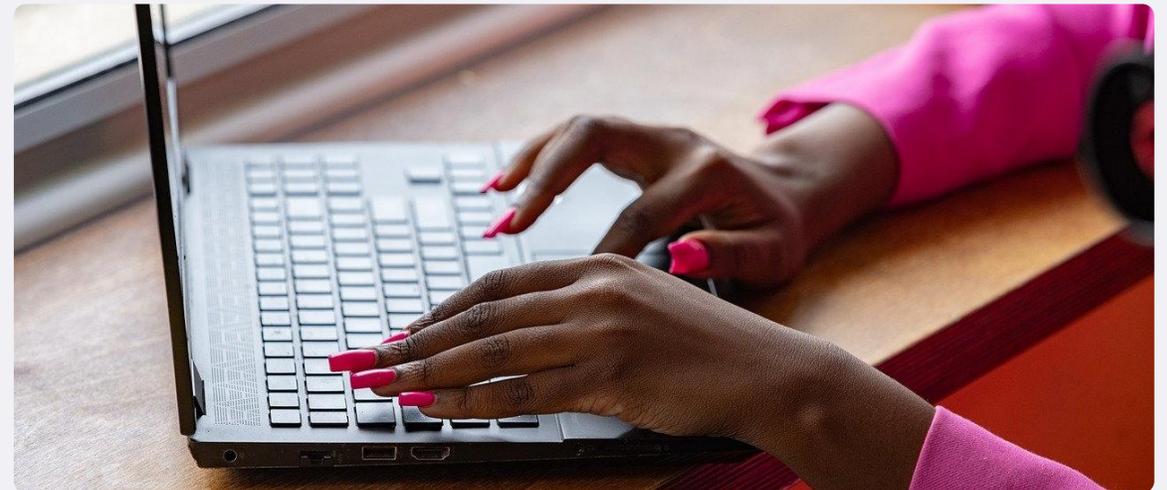
Insufficient Technical Skills: As technology evolves, there is a growing need for advanced technical competencies that many workers lack.



Obsolete Skills

Fax Machine Operation: With digital communication dominating, this skill has become irrelevant.

Typewriting: The shift to digital typing and voice recognition has rendered traditional typewriting skills obsolete.





Benefits of Strategic Workforce Planning



Resource Fluidity

SWP enables organizations to anticipate capacity and capability gaps, allowing for a more agile workforce.

This fluidity helps in reallocating talent where it is most needed in real time.



Operational Efficiency

By embedding SWP into daily operations, companies can streamline their hiring and talent management processes.

This approach reduces the time required to fill roles and enhances responsiveness to workforce demands.



Data-Driven Insights

SWP provides a unified source of talent data, facilitating informed decisions on hiring versus reskilling.

Organizations can leverage advanced analytics to prioritize talent investments and align them with business goals.



Successful Case Studies

A global telecommunications company shifted its strategy from recruiting to developing internal talent to support 5G initiatives.

An Asian manufacturer integrated talent considerations into its expansion decisions, limiting growth based on workforce capacity.

SWP in the Age of Technological Change



Identify Critical Roles

Determine the **essential competencies** needed to support future business objectives, particularly in response to technological advancements like generative AI. Map these **competencies to specific roles** that will drive organizational success.



Assess Talent Gaps

Analyze the current workforce to identify shortages in critical roles and skills, considering competition in the market for talent. Use data-driven insights to forecast future supply and demand for these roles.



Develop Upskilling Strategies

Shift focus from **external recruitment** to developing and **upskilling existing employees** to fill identified talent gaps. Create targeted training programs that align with the competencies required.



Implement Scenario Planning

Utilize scenario-based forecasting to prepare for various business conditions and the impact of generative AI on workforce needs. This approach allows for flexibility in talent management and resource allocation.



Integrate SWP into Operations

Embed strategic workforce planning into daily business processes to ensure ongoing alignment between talent strategies and organizational goals. Foster collaboration across departments to enhance agility and responsiveness to change.

Case Study: S&P 500 Companies



Talent Investment Strategies

Top S&P 500 companies view their workforce as a **strategic asset**, investing in talent development and retention alongside financial resources.

For instance, a large Asian manufacturer limited its plant expansion based on workforce capacity, ensuring alignment between talent and business goals.



Scenario-Based Forecasting

Leading firms implement **scenario-based approaches to supply and demand forecasting**, allowing them to adapt to changing industry conditions.

This method helps identify potential future talent gaps and informs strategic decisions on workforce allocation.



Internal Talent Development

S&P 500 companies prioritize **internal talent development over external hiring to fill skills gaps, focusing on reskilling and upskilling existing employees.**

A global telecommunications company shifted its strategy to develop internal tech talent in response to market shortages, enhancing its competitive edge.



Dynamic Workforce Allocation



Talent Investment Prioritization

Recognize the workforce as a strategic asset and invest in talent development alongside financial resources. This ensures that the organization has the necessary skills to meet future demands.



Capacity and Capability Assessment

Identify the specific skills and competencies required for critical roles. This assessment helps in understanding the current workforce's ability to meet business objectives.



Scenario-Based Forecasting

Implement a scenario-based approach to anticipate future talent needs. This allows organizations to adapt to changing market conditions and identify potential talent gaps.



Internal Talent Development

Focus on upskilling and reskilling existing employees to fill capability gaps. This strategy reduces reliance on external hiring and enhances workforce agility.



Data-Driven Decision Making

Utilize data analytics to inform talent management decisions. A unified source of talent data enables organizations to make informed choices about hiring versus internal development.

Prioritizing Talent Investments



Strategic Asset

Organizations should view their workforce as a strategic asset and invest in talent development and retention.



Maximizing Value

Investing in talent maximizes organizational value and ensures long-term success.



Case Study Insights

A large Asian manufacturer limited its plant expansion due to workforce capacity, highlighting the need to align talent investments with business growth.



Capacity and Capability Considerations



Talent Investment Strategies

View workforce as a strategic asset and invest in talent development alongside financial resources.

Evaluate talent scenarios when making expansion decisions to ensure capacity aligns with business goals.



Skills Gap Analysis

Identify specific skills and competencies required for critical roles to drive performance.

Conduct an outside-in search to understand the skills in highest demand within the industry.



Scenario-Based Forecasting

Implement a scenario-based approach to supply and demand forecasting for flexibility in changing conditions.

Map corporate-function talent needs based on various operating models to anticipate future requirements.



Internal Upskilling Initiatives

Focus on reskilling and upskilling existing employees to fill capability gaps rather than solely relying on external hires.

Create a hub to coordinate upskilling efforts and ensure in-house talent availability.



Dynamic Resource Allocation

Utilize data-backed insights to anticipate capacity and capability gaps for efficient resource allocation.

Shift from traditional hiring and firing practices to sustainable workforce management through strategic planning.

Scenario-Based Planning



Identify Talent Gaps

Analyze workforce capabilities against future needs to identify skill shortages. Use data insights to pinpoint talent shortfalls.



Implement Forecasting Techniques

Use scenario-based forecasting to predict future talent supply and demand. Employ both top-down and bottom-up approaches for flexibility.



Evaluate Business Scenarios

Assess various operating models to find the best talent allocation strategy. Consider how technological changes, such as generative AI, will impact workforce needs.

Innovative Approaches to Talent Gaps



Internal Redeployment

Identify and leverage existing talent within the organization to fill critical roles.

Facilitate smooth transitions by matching employees' skills with new opportunities.



Reskilling Initiatives

Implement programs to train employees in new skills required for evolving roles.

Focus on addressing specific skill gaps identified through workforce analysis.



Upskilling Programs

Enhance the capabilities of current employees to meet future business needs.

Encourage continuous learning to keep pace with technological advancements.



Talent Acquisition Strategies

Adopt innovative hiring practices, such as maintaining a talent database for future opportunities.

Utilize AI to match candidates with roles based on their skills and experiences.



Data-Driven Hiring

Leverage analytics to inform hiring decisions and identify talent needs.

Use data to assess the effectiveness of recruitment strategies and optimize resource allocation.



Embedding SWP into Business Operations



Identify Key Competencies

Determine the essential skills and roles needed to support future business objectives, particularly in response to technological advancements. This involves mapping competencies to critical roles that reflect the organization's capacity requirements.



Develop In-House Talent

Shift focus from external recruitment to upskilling and reskilling existing employees to fill identified talent gaps. This approach helps organizations build a more capable workforce aligned with their strategic goals.



Utilize Advanced Analytics

Leverage data-driven insights to inform talent management decisions, including hiring, retention, and development strategies. Advanced analytics can help prioritize policies that enhance workforce capabilities.



Create a Future of Work Hub

Establish a centralized hub to coordinate upskilling efforts and ensure the availability of in-house talent. This hub can facilitate collaboration across departments and streamline workforce planning initiatives.

Conclusion and Future Outlook

Strategic Talent Development

Organizations must prioritize the development and upskilling of existing employees to address talent shortages and align with future business needs.

Agile Workforce Planning

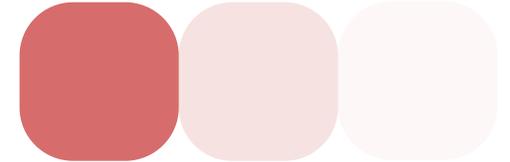
Embedding strategic workforce planning into daily operations enhances an organization's ability to anticipate workforce needs and respond to changing demands.

Data-Driven Decision Making

Utilizing advanced analytics allows organizations to make informed decisions regarding talent management, optimizing resource allocation and enhancing overall performance.



Action Planning



Define Objectives

Establish clear goals for workforce alignment.

Ensure objectives support organizational strategy.



Identify Actions

Determine specific initiatives to bridge gaps.

Prioritize actions based on impact and feasibility.



Assign Responsibilities

Designate team members for each action item.

Clarify roles to ensure accountability.



Set Timelines

Establish deadlines for each action step.

Create a timeline for monitoring progress.



Monitoring and Reporting

KPI Importance

Establishes clear objectives for workforce alignment.

Regular Reviews

Ensures accountability through consistent evaluation.

Performance Adjustments

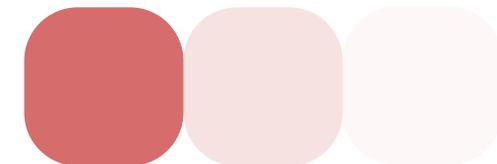
Adapts strategies based on performance data insights.

Data-Driven Insights

Informs decision-making with relevant workforce metrics.

Progress Tracking

Monitors ongoing performance against established KPIs.



Strategic Workforce Planning

01

Develop Workforce Planning Strategy

Align talent with organizational goals

02

Identify Key Roles and Skills

Needed for future success within the organization

03

Implement Upskilling and Reskilling Programs

Ensure employees are prepared for evolving roles

04

Create Flexible Workforce Structure

Adapt to changing business needs and market demands

Uncertainty in the Future Role of HR

01

Uncertain Future of HR

HR leaders are uncertain about the future role of HR.

Predictions range from becoming a small center of excellence to potentially ceasing to exist as a function.

02

End of Siloed HR

HR is no longer a back-office function.

CPOs must evolve into business leaders.

They need to understand diverse business-critical topics and lead organizational change.

03

Future Role of HR

The future role of HR remains unclear.

Some envision a more agile function ready to adapt.

Others foresee horizontal integration within business functions.

04

CPOs as Change Drivers

CPOs are pivotal in driving transformative change.

They need strategic talent management skills.

A deep understanding of global trends is necessary.

Ability to lead organizational shifts is crucial.

Global Trends in HR Leadership

01

Embracing AI and Data

HR leaders are increasingly leveraging leveraging artificial intelligence and data data analytics to drive decision-making making and enhance workforce strategies.

02

Focus on Employee Well-being

Organizations are prioritizing employee employee well-being initiatives to create create a healthier and more productive productive work environment.

03

Strategic Workforce Planning

HR leaders are focusing on strategic workforce planning to ensure alignment alignment with business goals and future future talent needs.

04

Promoting Diversity and Inclusion Inclusion

There is a growing emphasis on promoting diversity and inclusion within organizations to foster innovation and create a more inclusive workplace culture.

The Big Rethink



**Make Your Organization
'Fit for the Future'**

HR: GET FIT FOR THE FUTURE



**Thank you
for
attending.**

