



The Executive's Guide to Strategic Workforce Planning

Leadership Results, Inc.
928 Riverstone Drive
Aurora, IL 60502



Although 92% of companies have some level of workforce planning, only 21% of companies take a strategic, long-term approach.

Source: Bersin and Associates

Why strategic workforce planning matters to you

- Strategic Workforce Planning - process that ensures that your business has the right people in the right jobs at the right time
 - Helps organizations understand their current state, forecast talent gaps & take the necessary steps to close those gaps
 - Core business process that is often handled by the HR department

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1. Establish where your business is going

Business strategy drives the organizational structure and jobs

- The first step in process is to have a clear understanding of your business strategy
- Elements of your business strategy that will have the greatest impact on your talent strategy include:
 1. Areas of your business that you want to grow
 2. Areas of your business that you want to maintain but make more profitable
 3. Areas of your business that you want to divest or exit



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2. Understand where the labor market is going



Scanning the market helps you identify talent supply and limitations

- Understanding the labor market will help you better understand the length of time it will take to fill a job, the salary you should expect to pay, & potential challenges to filling the job.
- Common factors to consider include:
 1. Macroeconomic forecasts
 2. Demographic trends
 3. Regulatory changes
 4. Talent movement trends within your industry

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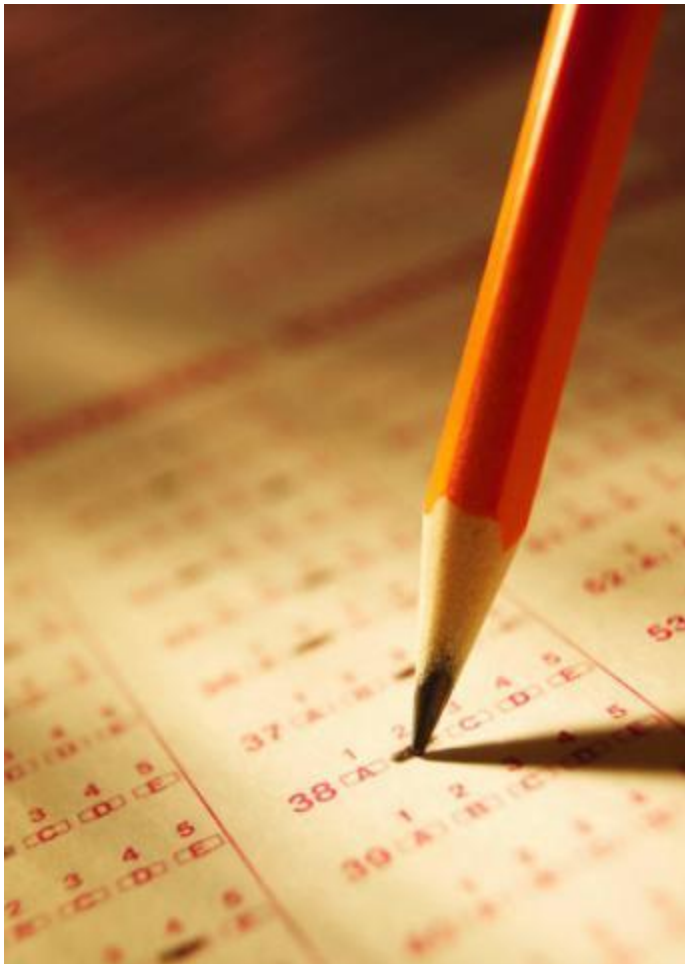
3. Identify your future talent demands



Business strategy drives organizational and job design

- Focus on what really matters to avoid “paralysis by analysis”
- Instead, focus on the following:
 - Critical roles
 - Critical employee segments

4. Assess your current talent inventory



Who's on first; What's on second?

- Take inventory of your current talent pool
- There are three key questions you need to answer:
 1. How well will the worker “fit” the new job?
 2. Will the worker have the “skills” to perform the new job?
 3. How is talent currently moving in your organization?

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5. Identify your talent gaps and strategy to close them



The age-old strategic planning questions: What? When? and How?

- You typically have 4 options as you seek to fill these roles. They are “The 4 Bs”:

1. **B**uild

2. **B**ounce

3. **B**uy

4. **B**orrow

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6. Implementing the process



Process is the key word to remember

- Strategic workforce planning is a process, not a one-time event
- Requires a continuous improvement mindset
- Three key lessons that will help your SWP efforts succeed
 1. Secure top-level executive sponsorship
 2. Don't attempt to swallow the entire elephant at once
 3. Establish and track leading metrics.

Checklist: The Strategic Workforce Planning Process

1. Establish where your business is going
2. Understand where the labor market is going
3. Understand your future talent demands
4. Assess your current talent inventory
5. Identify your talent gaps
6. Implementation