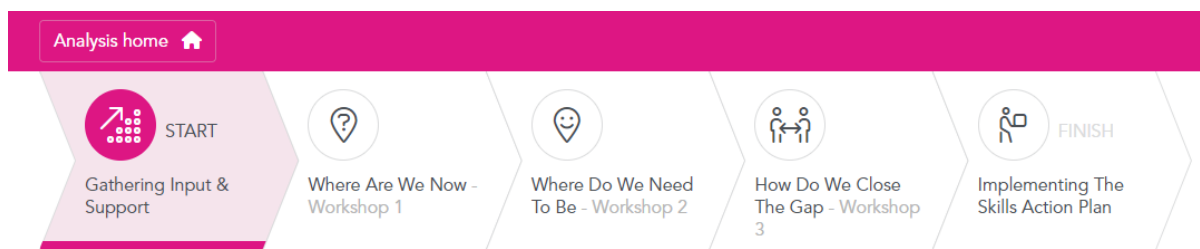


## Video Transcript - Gathering Input and Support (Overview)



- Of all of the materials in the toolkit, the most important part is the diagram that shows the high-level approach.
- If you use nothing else, this at the very least is worth a look because it provides a structure for how to go about discussing, forecasting and taking action on future skills.
- At the heart of the approach is a series of conversations with business leaders about the strategic direction of their business.
- Whilst many claim that workforce planning is all about data and technology – and there is no doubt that both elements have a significant role to play – the most important element is the conversation and discussion to ensure you really understanding the direction that the business leaders want to take their business coupled with how quickly they want to get there.
- As a result, each of the three key phases in the approach are centred on workshop:
- **Workshop 1 - Where are we now** – brings people together to ensure a shared understanding of the current work, current roles, current headcount, mix of resources, skills and skill levels. You may assume that everybody knows this, and you are starting from a well understood baseline. If so, great: this will be a very short workshop. In my experience, particularly in larger organisations, reaching a shared understanding of the current roles and skills can takes a surprisingly long time!
- **Workshop 2 - Where do we need to be in the future** – the most important workshop at which you must have the right people in attendance to ensure a shared understanding of where the organisation is going and what the implications will be for the work and key roles and skills identified in Workshop 1. Again, it might sound straightforward, but getting someone to clearly articulate a business strategy for the next 5 years in what can be a very complex world is not as easy as it may sound!
- **Workshop 3 - How do we close the gap** – the key workshop for bringing it all together in order to understand the gap between your skills, where they are and where they need to be and also the action you need to take off the back of it. This is where your HR / People specialists will really earn their stripes by helping the organisation to identify the right learning, recruitment and talent management solutions.
- In and around each of these workshops, good preparatory work and post-workshop write-ups are crucial to ensure that:
  - Previous related work is identified and used as a foundation
  - Time is well spent during the workshops,
  - Actions are properly written up so that they can be tracked and managed to completion.

- Care should be taken at all times that this isn't a naval gazing activity that doesn't culminate in anything tangible
- What is also critical is that before even kicking off the work, you are ready as an organisation to do it properly. Our experience is that you need 6 key ingredients to be in place:
  - 1) **The right level of senior sponsorship** - it takes time and effort so you will need to senior support to make it happen
  - 2) **Participation from the right business people with the right level of knowledge** - the further the task gets delegated beneath the ultimate decision maker the less likely you are to get what the actual business strategy is going to be
  - 3) **An agreed business strategy that extends at least beyond the current year, and ideally for the next 5 years** - if the business doesn't know where it is going there is no way they will be able to explain it to you!
  - 4) **An awareness of and the ability to leverage similar work to help accelerate progress** - there are few things that people hate more than being asked to do something they feel like they have already done
  - 5) **The right HR specialists available to lend a hand and help shape the action plan** - everyone believes they are an expert in HR: make sure you have the right ones in the room (or at least on the phone!)
  - 6) **A clear articulation of the business benefit and tangible outputs that will result from the exercise** - what so many business leaders refer to as the 'so what'?