



WORKFORCE RESET

A Playbook for Workforce and Employer Resilience

5 Steps to Developing Your Workforce Plan

1 Identify a shortlist of metrics to describe the function's target state:

- Be clear on your organization's overarching business plan and goals
- Brainstorm with your colleagues some metrics for measuring a desired workforce end state
- Identify metrics that relate directly to your desired outcomes
- Estimate a value for each metric as a current baseline
- Set time parameters for achieving each target (month, quarter, year, 5 years, etc.)

Instructions: Identify up to 7 metrics that relate directly to your stated outcomes

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2 Document and monitor key assumptions:

- Assumptions behind the workforce strategy show why the target end state and initiatives to get there are better than alternatives
- Develop and incorporate assumptions through scenario planning - consider cause-and-effect relationships, interdependencies, the broader business/workforce ecosystem and external driving forces
- Ensure assumptions are grounded as much as possible on reliable information and with quantifiable thresholds for monitoring
- Watch for warning of risks and evidence to move to a course correction

Instructions: Make sure the assumptions (up to 7) are concrete, with quantifiable thresholds for monitoring

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3 Identify key initiatives/milestones required to move to the end state:

- Identify key initiatives with which to reach the desired end target
- Initiatives that:
 - Represent real change to the status quo
 - Have a strong likelihood of moving the dial
 - Demonstrate real action
- Specify the initiatives, set criteria and identify key milestones for progress towards the end target

Instructions: Include up to 7 initiatives that:

- Represent the “change the business agenda”
- Seek to create value beyond the inertial trajectory
- Demonstrate real action by grouping smaller projects under the initiative as necessary

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4 Describe your future state

- Describe the organization’s desired end state
- Set goals to determine when the end state will be reached

Instructions: Describe the organization’s desired end state and set goals to determine when the end state will be reached. Measured by up to 7 targets.

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5 Create a concise statement that captures the strategy’s essence:

- Create a statement that highlights the essence or key elements of the workforce strategy - a single aspirational sentence (or longer to ensure clarity)
- Summarize the key components of the strategy in a one-pager

Instructions: Strive for a single, motivational sentence — but be willing to sacrifice conciseness for clarity. Be sure to capture the essence of the strategy.

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