

KEEPING PACE

Gain a Competitive Advantage by Asking the Right Questions

A Quick Recap – What Happened In March?

In [March's Newsletter](#), we continued [Preparing For The Now What](#) by teaching you how to strengthen your workforce planning muscles. **Stronger muscles = easier, more efficient workforce planning.** By identifying your key internal customers and questions, you will develop a common understanding of your workforce planning goals which will help define requirements for your SWP programs and vendors.

The result? A living business case for your workforce planning initiatives.

A Resource Made For You

This last month, our experts released a [Workforce Planning Muscle Building Guide](#) to help you get started.

Download the Workforce Planning Muscle-Building Guide

By checking this box, I agree to be contacted by Vemo, Inc. regarding my request and to receive future communications about their products and services.

DOWNLOAD GUIDE

In this guide, you'll learn how to:

- Identify the workforce roles that shape planning decisions
- Build a practical starting point for ongoing workforce planning
- Map out potential talent strategies
- Define an investment strategy for core roles in your organization

You don't need a perfect model to start workforce planning. You need to start building the muscle—learning how to assess your organization, understand the capabilities required for performance, and identify where gaps may emerge.

Download the guide and start building your workforce planning muscles today.

P.S. Want to see how Vemo's workforce planning platform supports this work? [Book a demo.](#)

Preparing For The Now What

We all agree that workforce planning is essential. But can we all agree on how to prepare for a workforce planning initiative?

ORGANIZATIONS ARE ALL EXPERIENCING:

1. An unprecedented volume of workforce planning requests from executives
2. Gridlocked workforce planning teams, unable to move from the discussion stage to execution
3. **Transformation of the nature of work through AI**
4. Multidisciplinary teams that are unfamiliar with working together are being patched together to deliver workforce planning

In this next part of the series, we're going to show you **how to navigate these trends and successfully prepare for the Now What by:**

1. Creating a definition of shared success
2. Strengthening your workforce planning muscles
3. **Targeting market changes to keep pace with the competition**
4. Building more cohesive, experienced workforce planning teams to achieve planning objectives

Why Keeping Pace IS Enough

From a strategic workforce planning perspective, *keeping pace with the competition* may seem a bit controversial.

You may be asking yourself: "Isn't SWP one of HR's key tools for *keeping well ahead of the competition*?"

So, how is keeping pace sufficient?

PERCEPTION vs. REALITY

The market is challenging. Tech companies are increasingly announcing *broad AI-driven reductions*, with justifications that range from sensible to "head-scratching":



For organizations not engaged in impulsive reductions, these headlines take a toll—prompting questions like "Are we doing enough to address AI?"

Keeping pace means showing that your workforce planning actively considers AI's impact, aligned and *keeping pace with what headlining companies are doing*. This is the consideration thoughtful strategic workforce planning should make.

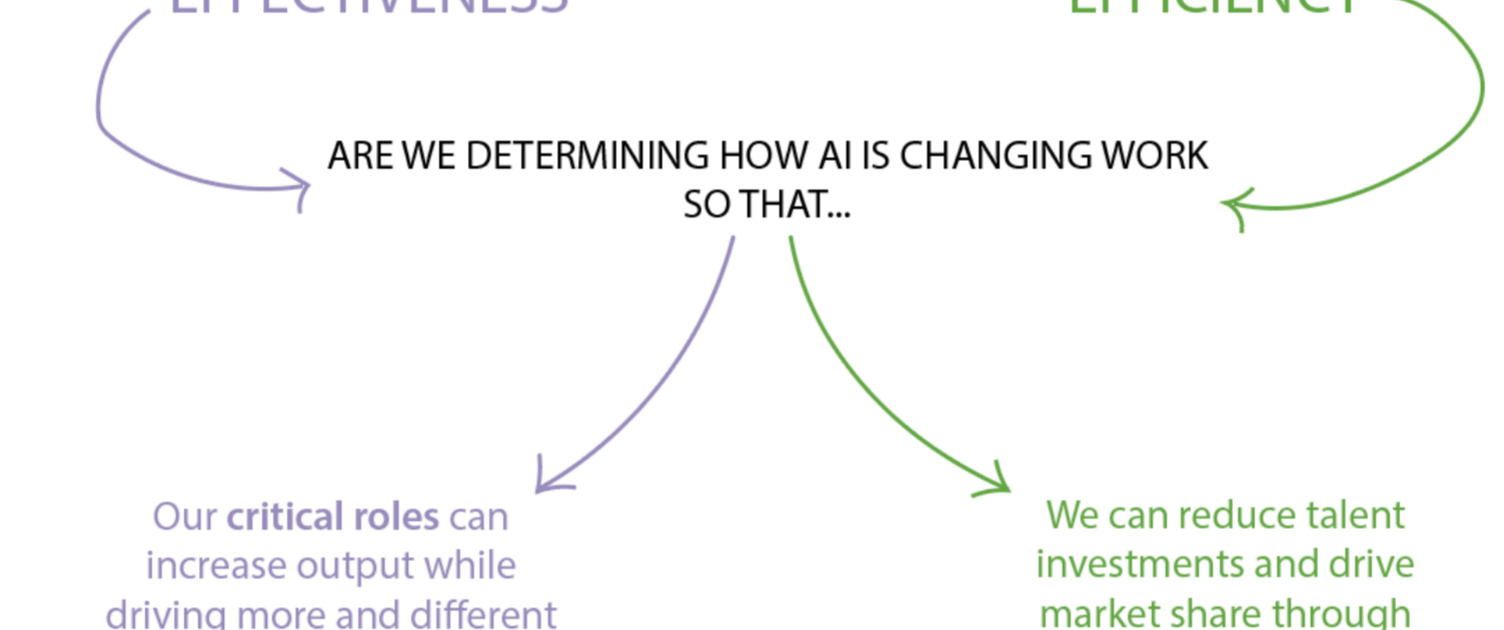
While *keeping pace* and thoughtfully considering the impact of AI and automation on the workforce, why not also **keep well ahead by asking all the right questions?** Answering this newsletter's questions will drive your SWP approach, giving your organization **competitive advantage**.

Asking the Right Questions

1. Should your organization primarily consider AI through an effectiveness or an efficiency lens?
2. Which job roles in your organization drive the most strategic value?
3. Does your organization have a skills-based framework to drive workforce adaptation?
4. Does your organization understand its workforce supply?
5. Can your organization make changes that ensure both minimal workforce disruption and protect your employer brand?

1 – EFFECTIVENESS OR EFFICIENCY LENS

Are we competing through effectiveness or efficiency?



2 – JOBS WITH THE HIGHEST STRATEGIC VALUE

Leaders drive strategic value. But so do critical individual contributor and manager roles.

You need to have a clear understanding of which roles are:

- **Emerging**
 - Roles with emerging skills that will *drive future growth*
- **Critical**
 - Roles that are critical for *driving current results*
- **Core**
 - Necessary, but not an investment priority
- **Legacy**
 - No longer drive as much value

In SWP, our **role segmentation** should be consistent with industry leaders in our sector, but also incorporate *specific nuances* of how our organization creates value. This segmentation provides a **guiding framework** for accessing and responding to AI impacts.

3 – ADAPTING WITH SKILLS-BASED FRAMEWORK

Let's say we develop good estimates of AI impact for each job role. So the next step is to reduce, right? Not so fast...

A *core problem* SWP has always addressed is illuminating where organizations reduce in one business area when those skills are required in another business area. The **skills framework** connects similar roles to one another, complementing our analysis of AI impact with an understanding of adaptability.

The skills framework is essential to the new 3B's:

BUILD	BUY	BOT
Based on our skills framework, find roles impacted by AI with an adaptable workforce. These roles can be our source for our Build talent strategy.	Bring in outside talent for Emerging and Critical workforce segments that we cannot fill through Build	Leverage AI impact by cautiously managing attrition and accelerating natural mobility opportunities

4 – WORKFORCE SUPPLY

Understanding our workforce supply is **SWP 101**. It is the most obvious task, yet often the most skipped.

Gap analysis needs to consider both: workforce demand and workforce supply. This is because a large number of build-buy-bot decisions will focus on replacing attrition of employees leaving the company and mobility of other employees moving into new roles. *If you miss these decisions, you'll have lost pace*—flattening the impact of filling new demand.

We need to **consider each of the factors** for each job role, and **how it impacts skill inventories:**

- Attrition
- Workforce mobility
- Intern and other build programs



With a proper understanding of these four strategies, you will be set up to make the best strategic decisions for your talent portfolio.

5 – OPTIMAL CHANGES

Although each of these questions stand on their own, as you add additional questions, the layers of complexity become apparent. **How do you pull the correct levers and execute at scale?**

With the appropriate workforce planning tools and data model, you can **address this problem through optimization**. The objective is minimal workforce disruption. The **variables to consider are:**

- Overall workforce investment strategy, considering specific investment by job criticality segment
- The 3B's strategy, as governed by our skills-based framework
- Our supply forecast

This allows you to iterate through different controllable variables, determining how each impacts hiring, mobility, and reduction—on both a leader-by-leader and role-by-role basis). The goal is a **workforce plan:**

- Fully aligned with strategic goals
- That can be socialized and adopted by all stakeholders—from executives to the talent acquisition and management team required to bring it to life → A plan that can be achieved
- That deliberately avoids workforce disruption to the fullest extent possible

While other organizations are merely *keeping up with the competition* and making uninformed changes, your **organization is realizing the benefits of strategic workforce planning—keeping ahead of the competition.**

Book A Demo!

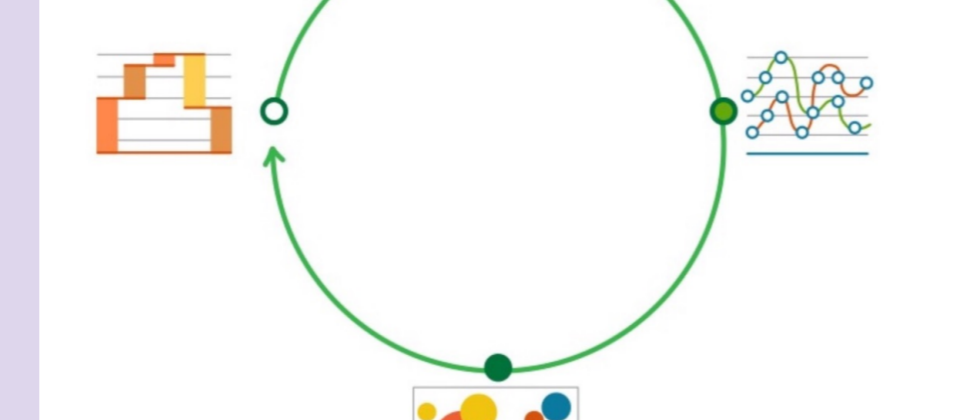
"We'd like to thank Vemo for their support. Their expertise and steady guidance was instrumental in helping our team realize our broader strategic goals and cross the finish line."

- Energy and Utilities Leader

Ready to secure the future of your success? Use the button above to book a demo. Or, if you are not yet ready for a demo but would like to get organized for your future strategic workforce planning efforts, use the same link to schedule time with our experts so **we can assist you:**

- Build your business case with clear ROI targets
- Conduct a strategic risk assessment

Don't miss May's issue where we'll share **how to achieve planning goals by building more cohesive teams.**



ABOUT US
Vemo combines powerful software with expert consulting to help clients tackle the unique challenges of workforce planning, workforce analytics, and resource management. [Continue Reading.](#)

