

# Workforce Strategy

*WFD Consulting is the thought leader and architect of the workforce of the future.*

- Human resources and workforce strategy
- Workforce measurement
- Employee commitment audits
- Women's advancement consulting
- Workplace flexibility and work redesign
- Global dependent care consulting
- Community investment strategy and implementation

*At the intersection of  
workforce performance  
and business strategy*



# The Challenges

What senior human resources leaders have told WFD about the challenges they face in linking workforce performance to business strategy:

- They don't have a seat at the strategic table
- The strategic thinking of their Business Partners is inadequate
- The business has so many goals, objectives, targets, or initiatives that HR has no clear strategy to which it can link its efforts
- The day-to-day actions of employees aren't synchronized to the business strategy
- HR performance measures aren't getting traction with top management
- Some members of the HR team do not have the requisite skills and knowledge to be credible Business Partners
- The linkage between the goals and accountabilities of the HR leadership team and the direction of the business is unclear

In response to challenges like these, WFD has developed a new approach to Workforce Strategy: a collaborative model for human resources strategy that is based on our extensive workforce research and business strategy experience.

## Workforce Strategy

A Workforce Strategy integrates an organization's financial and competitive strategies and other business imperatives with the day-to-day performance of the workforce. It establishes the blueprint for ensuring that employees have the three human elements that drive business results.

### 1. Capabilities

The human knowledge, attitudes, and skills, and the organizational processes and competencies that a business must possess to achieve financial results and sustain a competitive advantage.

### 2. Commitment & Resilience

Commitment is the degree to which employees are engaged in making the organization successful and are willing to go the extra mile to ensure its success. Resilience is the degree to which that commitment is sustainable during periods of rapid change and high stress.

### 3. Alignment

How well employees understand the business strategy and how they can contribute to it and are motivated to take action to achieve strategic success.

# WFD's Unique Approach to Workforce Strategy

WFD has twenty years of understanding the dynamics of the workforce and the rapidly changing trends that shape it. With this understanding of workforce dynamics, it blends a deep knowledge of the processes and politics of business strategy to craft a Workforce Strategy. WFD's approach to Workforce Strategy:

- Values employees as people, not just capital
- Brings together expertise in business strategy, HR, business partnerships, and workforce measurement
- Emphasizes collaboration with clients, using transferable methods, tools, and processes
- Delivers recommendations based on rigorous measurement
- Measures success in terms of HR's credibility with the business leadership and impact on business results

## Workforce Strategy Process

### Business Strategy

Experienced WFD business strategy consultants work with Human Resources leaders to clarify the business imperatives. This may be as simple as acknowledging the critical elements of the existing strategy or working with Business Partners to consolidate disparate strategies, goals, and initiatives into a focused, concrete strategy. In some cases, where no strategic direction exists and there is not an opportunity to work with Business Partners to create one, WFD simulates the business strategy with the HR leadership team. This provides fundamental direction and forms the basis of an empowered strategic dialogue with Business Partners.



### Workforce Performance

WFD works with the HR leadership team to assess the organization's current capabilities, commitment & resilience, and alignment and to identify critical gaps. It analyzes workforce demographics and external trends and determines what significant threats and opportunities these present for the workforce.



### Workforce Strategy

The HR leadership team prioritizes gaps, threats, and opportunities and develops a detailed action plan to address the most critical issues. It then incorporates accountabilities and a performance management strategy for the HR team to ensure successful implementation of the action plan.