



HR DELIVERY

Making Sure HR Delivers

HR DELIVERY WORKSHOP SERIES

Workforce Planning

An introduction to strategic workforce planning

Explore how future work translates into capability, capacity and workforce choices. Use a simple demand scenario, examine supply constraints and compare responses through the 8A Strategic Workforce Planning System, with clear assumptions and review triggers.



01 DAY

Introductory taster

IN-HOUSE

Your people. Your context.

PRACTICAL

Explore, discuss and apply

A PRACTICAL STARTING POINT

Understand the topic. Try it in practice.

Workforce planning becomes more useful when it starts with the work required to deliver strategy. A headcount target alone can conceal scarce expertise, learning time and uncertain demand. This introductory day helps participants connect business drivers with practical choices about skills, capacity and the organisation of work.

Introduce the 8A Strategic Workforce Planning System through a bounded service scenario. Participants practise translating demand into work, checking usable supply and comparing a small portfolio of workforce responses, while making assumptions and employee consequences visible to decision-makers.

WHO IS IT FOR?

HR practitioners, workforce planners, operational managers and Finance colleagues involved in staffing decisions, resource planning or capability development. No advanced workforce modelling or statistical experience is required.

BY THE END OF THE DAY, PARTICIPANTS CAN:

- 01 Frame the decision**
State a workforce planning decision, its business outcome, time horizon and constraints using a clear introductory planning brief.
- 02 Describe future work**
Translate a service demand scenario into critical tasks and capabilities, distinguishing work requirements from assumptions about current job titles.
- 03 Check usable supply**
Explain how availability, proficiency and learning time affect deployable capacity, and identify limitations in a simple workforce baseline.
- 04 Explore a gap**
Compare illustrative demand and supply ranges, identify a bottleneck and explain which assumption most influences the apparent gap.
- 05 Compare workforce options**
Compare selected development, recruitment, redeployment and work redesign options using timing, full cost, feasibility and effects on employees.
- 06 Set review triggers**
Draft an owner, evidence source and review trigger for one workforce assumption that could change the proposed planning response.

A useful first application

The workshop uses illustrative data and simple calculations to introduce planning logic. It does not produce a validated workforce forecast, organisation-wide skills inventory or approved staffing and investment plan.

THE FRAMEWORK / WORKSHOP FOCUS

HR Delivery 8A Strategic Workforce Planning System

The 8A system connects strategy, scenarios, future work, workforce evidence and investment. Participants explore a small planning decision while using the Eight Rights and selected 9B levers as review prompts.

Outcome → work → capability → workforce → portfolio → value

The 8A Strategic Workforce Planning System



SIX QUESTIONS TO EXPLORE IN THE WORKSHOP

01 Anchor the decision

Which business decision needs a workforce answer, and by when?

02 Anticipate future work

Which plausible changes would alter tasks, demand or required capabilities?

03 Assess usable supply

Who can perform the required work, where and when needed?

04 Analyse the gap

Which capacity or proficiency gap matters most across these scenarios?

05 Address and activate

Which workforce responses can be funded, sequenced and owned realistically?

06 Adapt the plan

What change in evidence should trigger a different workforce decision?

These six workshop focus questions sample the original eight stages: Anchor, Anticipate, Architect, Assess, Analyse, Address, Activate and Adapt. The questions do not replace the full model, its gates or workforce levers.

[Explore the full model >](#)

LEARN BY DOING

Explore. Challenge. Make the ideas useful.

Short explanations lead into lively exercises, paired discussion and small-group challenges. Participants test ideas, share experience and build a draft together. The tone is engaging and enjoyable, with time to reflect and connect learning to real work.

01 Translate demand into work

Teams unpack a service launch into tasks, estimate workload from a supplied demand range and highlight capability requirements that cannot be represented by headcount alone.

02 Challenge the baseline

Participants reconcile a fictional staffing table with leave, proficiency and training information, then explain why nominal headcount differs from capacity available for the priority work.

03 Build a response portfolio

Groups compare selected 9B levers against a deadline and budget, combining short-term coverage with capability development and recording the employee consequences of their preferred mix.

04 Run a scenario update

The facilitator releases a changed demand assumption; teams revisit their calculations, use a pre-agreed trigger and explain whether to continue, modify or defer their response.

DIAGNOSE BEFORE YOU ACT

Evidence > shared feedback > agreed priorities

Use selected diagnostic prompts to distinguish known facts from assumptions. Discuss the findings and agree their meaning before proposing a solution. Feedback is part of diagnosis, not an afterthought.

ONE CASE, DEVELOPED THROUGH THE DAY

A support centre expects demand to grow after a new service launches. Leaders request additional staff, but case complexity, staff proficiency and the launch date remain uncertain. Experienced advisers already coach new joiners, reducing their own availability. A partner could provide temporary capacity with different costs and service risks.

Groups estimate a defensible capacity range, identify the critical proficiency constraint and compare a combined staffing and development response, stating assumptions and signals that would change it.

THE FACILITATOR WILL

- Invite different perspectives.
- Make assumptions visible.
- Welcome constructive debate.
- Capture practical learning.

SAMPLE WORKSHOP AGENDA

A working day, with room to think.

09:00-16:30 | Six hours of facilitated learning, plus lunch and breaks. The agenda, emphasis and timings are always agreed with the client, including local scheduling needs.

09:00-09:20	Start with the planning decision Identify current workforce questions and define the outcome, scope and time horizon of a manageable service planning exercise.
09:20-10:15	Explore 8A and future work Follow the eight stages, then translate service demand into tasks and capabilities before considering current staffing arrangements or titles.
10:15-10:30	Break
10:30-11:30	Assess supply and evidence quality Examine a fictional workforce baseline, adjust for availability and proficiency, and record material unknowns without hiding them in precise figures.
11:30-12:30	Analyse demand and supply gaps Calculate simple workload and capacity ranges, compare scenarios and identify assumptions that materially alter the priority gap or timing.
12:30-13:30	Lunch
13:30-14:30	Compare and combine workforce responses Use selected 9B levers to compare costs, timing, feasibility and employee impact, then assemble a provisional response portfolio.
14:30-14:45	Break
14:45-15:30	Activate ownership and review triggers Sequence a limited first response, identify delivery responsibilities and draft evidence signals that would justify changing the planning assumptions.
15:30-16:10	Test the plan against new information Respond to an unexpected scenario update and present a revised recommendation with its calculations, trade-offs and unresolved evidence requirements.
16:10-16:30	Choose a first workplace application Select one workforce decision to explore after the workshop and agree the business, HR and Finance colleagues to involve.

Translate future work into capability and capacity choices, then revise those choices when material assumptions change.

FROM THE SESSION TO YOUR DESK

Useful models. Practical working records.

The day combines reference materials with drafts developed in the exercises. Each has a clear use beyond the workshop; the work reflects the evidence and perspectives available in the room.

01 Workforce decision brief

A draft statement of the business outcome, work in scope, planning horizon, decision owner and constraints used to anchor the exercise.

Focus the next planning conversation on an actual business decision.

02 Future-work worksheet

An exercise map of service drivers, tasks and capability requirements, with space to distinguish current arrangements from the work a future scenario requires.

Question whether current job structures suit the work ahead.

03 Supply and confidence log

A simple record of headcount, availability, proficiency and evidence gaps showing how usable capacity can differ from the nominal staffing baseline.

Explain workforce uncertainty before colleagues rely on a forecast.

04 Demand and gap example

A worked demand and supply comparison with transparent assumptions, sensitivity notes and a bottleneck explanation, suitable as a reference for introductory planning conversations.

Discuss ranges and constraints with operational and Finance colleagues.

05 Workforce options comparison

A provisional mix of selected 9B responses, recording timing, cost categories, dependencies and employee effects without implying that funding or implementation has been approved.

Broaden the response beyond filling vacancies through external recruitment.

06 Trigger and review card

A short record of one material assumption, its evidence source, accountable reviewer and conditions that would prompt reconsideration of the exercise recommendation.

Build an explicit review point into your next workforce proposal.

CONTINUE EXPLORING

Continue with the models, diagnostic manuals and development resources on the HR Delivery website. Workshop exercises provide a first application; a full organisational diagnostic or implementation assignment can be agreed separately.

[Open the framework >](#)

[Explore diagnostic resources >](#)



MAKE THE LEARNING COUNT

A better conversation. A practical next step.

Choose one service or role group where demand is changing. Agree the decision with its business owner, check available workload and workforce definitions, and test one planning assumption before developing a wider forecast or seeking investment.

YOUR FIRST 30 DAYS

01

Days 1-7

Agree the planning question

Meet the business owner and clarify the decision, timeframe and work in scope. Check which Finance and operational colleagues need to contribute before using the workshop example locally.

02

Days 8-21

Check work and supply

Review a small sample of workload and staffing evidence. Ask managers about proficiency, availability and bottlenecks, then document definitions and uncertainty before attempting a simple demand and supply comparison.

03

Days 22-30

Discuss choices and triggers

Present the preliminary gap and alternative responses to relevant colleagues. Agree whether deeper modelling is needed, who owns the next analysis and which demand signal would change the proposed direction.

Follow-through is participant-led. Additional facilitation, a full diagnostic or specialist support can be agreed separately.

AVAILABLE IN-HOUSE

Shaped around your organisation

The client identifies a suitable workforce decision and planning horizon. Participants may bring anonymised workload definitions or staffing examples; a supplied dataset supports all calculations, so personal employee data and specialist modelling software are unnecessary.

PLAN YOUR IN-HOUSE WORKSHOP

Talk to Dr Phillip Welsh

drphillip@hr.delivery

+974 7226 1481

Discuss your workshop



www.hr.delivery