

*This short modular programme is for senior and mid-level managers in finance, strategy, business development and all levels of human resource management.*

*It is delivered 'in-house' to meet clear company needs and objectives, with pre-preparation and post-hoc debriefing as required.*

*The programme is supplemented by optional 'follow-on' essential skills training and strategy support.*

### **Strategy Discovery Programmes**

An integrated suite of short, high-intensity programmes that apply simulations to address resource strategy management issues – providing wide insights into business strategy and long-term valuation.

Each programme is issue-specific, designed to address common resource management concerns. One, or more of these programmes will certainly be relevant to your current management interests.

Each programme then leads into a common strategy and financial valuation framework – that you will be able to develop, to your specific interests, in a number of directions.



## **Workforce Planning and HRM for Long-Term Value**

### **Your Challenge in HRM**

As an HRM manager responsible for workforce planning, you face a critical challenge – the need to balance short-term performance with long-term capacity and skills creation, through selective investment in people, supported by consistent management policies and support strategies.

Furthermore you need to engage your colleagues in developing your HRM plans and strategies.

### **Our Objective...**

...is to help you to develop new policies and strategies to integrate your immediate HRM policies with value creation policies across the whole organisation. And to give you simple yet sophisticated tools that you can use to engage and communicate your strategies to your colleagues.

### **Our Approach**

We apply a 'hands-on' simulation-based approach that first teaches essential elements of human resource capacity and skills development – and then encourages self-learning through controlled experimentation with simulations.

HRM is then integrated within the wider business picture, applying the framework of *value cycle dynamics*.

### **What you will take away...**

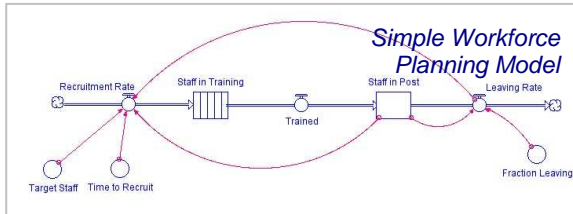
You will take away simulations for further learning and communication with your colleagues. Simulations that you can further customise to your own situation.

You also take away our ongoing support. To help build your own skills to implement your own solutions.

# What you will learn

## Workforce Structures – System Diagrams

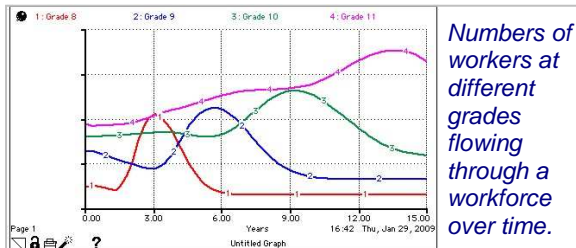
There exists a simple, universal and easily shared 'language' for the description of workforce planning structures. The discipline of *system dynamics* was developed at MIT, has been applied across many industries for over 60 years – and is now described and applied through a *simple visual* language.



You will learn to develop and apply simple 'system diagrams' such as this to describe your recruitment, HR management, staff retention and training structures - and to design structural improvements.

## HR Performance over time

System diagrams can be transformed directly into quantified simulation tools to explore your workforce planning and performance over future time.



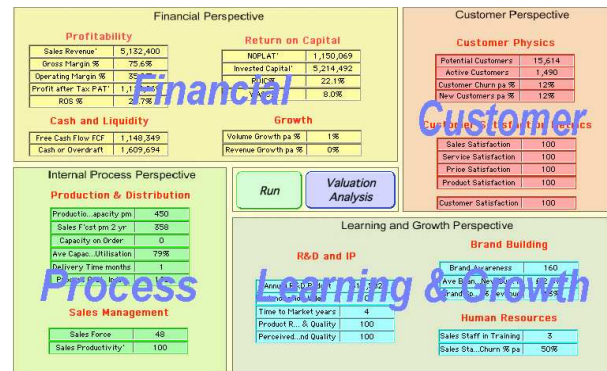
For example here...the company was proposing a recruitment drive of scientists, following a major retrenchment and a five-year recruitment freeze. How long would it take to rebuild the skills base necessary to restore competitive position?

Could different or more coordinated HRM policies build requisite skills levels more quickly?

You will learn how to design workforce planning and HRM policies that meet your own performance targets and that contribute explicitly to overall business performance.

## Long-Term Strategy and Policy

Longer term planning requires that workforce and HRM policies must be integrated within the wider business framework – and investments coordinated across the whole business. Dynamic *balanced scorecards*, supported by simulations, are an excellent means to develop integrated policies.



Scorecards, however, provide 'point in time' performance measures. We also need to add a 'performance over future time' perspective.

You will learn to develop simulations that provide scorecard measures and also long term financial value measures, to evaluate the potential effectiveness of alternative strategies and policies.

## Programme Summary

The programme comprises two core modules that may be taken separately or contiguously. Each module stands alone and offers a wide variety of learning points and benefits. Each module may be focused on specific company interests and issues.

### Module 1: Workforce Planning Foundations (1-2 days)

Understand the structural foundations of workforce planning and HRM behaviour.

### Module 2: Workforce Planning, Strategy and Value (1-2 days)

Integrate HRM strategies within the wider business context and explore the financial value implications of HRM investment and policy decisions.