

CREATING WORKFORCE RESILIENCE

How to Develop a
Workforce Strategy



WHERE A WORKFORCE STRATEGY SITS

ORGANISATIONAL STRATEGY

- Vision & Mission, Values = Culture, Governance

WORKFORCE STRATEGY

Attract, retain, recruit +
upskill

OPERATIONAL STRATEGY

Processes, systems +
delivery methods

Financial Plan

Operational Plans

Technology Plans

Strategic
Initiative Plans

Risk & Compliance
Plans

Marketing &
Sales Plans



WHAT MAKES A STRONG WORKFORCE STRATEGY

WORKFORCE STRATEGY ATTRIBUTES

Enduring

Designed to stand the test of time — not just reactive fixes, but foundations that remain relevant as conditions evolve.

Insightful

Built on evidence and sharp thinking — grounded in real data, shaped by real-world understanding.

Compelling

Easy to champion — makes sense to people at every level and inspires action, not just agreement.

DECISIONS SUPPORTED

Attract

Help the right people see a future with you — stand out in a competitive market by showing what makes you different.

Retail

Hold on to the talent you've worked hard to find — ensure people feel valued, supported, and able to grow.

Recruit

Make better hiring decisions — align recruitment to the roles, capabilities, and values your organisation truly needs.

Upskill

Equip your workforce for what's next — identify capability gaps early and invest where it matters most

BUILDING A WORKFORCE STRATEGY: THREE ESSENTIAL STAGES

STAGE 1

Understanding the context

STAGE 2

Determining end state

STAGE 3

Creating solutions -
getting from current to
end state

**WORKFORCE
STRATEGY**



UNDERSTANDING YOUR ORGANISATION OR SECTOR

- **What “workforce”** are you developing a strategy for?
- **What are the pathways** into, through, and out of that that workforce?
- **Who are the key actors** that can contribute to the development of that workforce?
- **What are the current trends** that might affect your workforce, and what are the indicators that predict those trends?
- What are the current risks and issues for your workforce?



STAGE 1

Understanding the context

DATA + DIALOGUE = INSIGHT

Why quantitative data is critical

QUANT: WHAT IS HAPPENING

Numbers, metrics patterns

QUAL: WHY IT'S HAPPENING

Stories, insights, context

Meridian Energy example:

- 40+ year service employees approaching retirement
- Age demographics of workforce
- Turnover rates by experience level
- Person-to-person knowledge about turbine idiosyncrasies
- Institutional knowledge held "in their heads"
- Stories about equipment care and safety practices

5 TIPS FOR UNDERSTANDING CONTEXT

STAGE 1

Understanding
the context

TIP 1:

Invest in early engagement

with a range of people who can identify what's important for understanding why your workforce currently looks like it does and what it needs to respond to in the future.

TIP 2:

Use a broad definition of context

be open to considering anything that could possibly be affecting your workforce now or in the future (employment market dynamics, technology, location factors, etc.)

TIP 3:

Identify data and indicators

both past and future trends. You need access to data that helps predict how future changes might affect your workforce.

TIP 4:

Always include Qual data

use both data and stakeholder engagement to get genuinely insightful understanding.

TIP 5:

Focus on the output

remember that this stage's key output is information that people will need to inform what your end-state workforce will look like.



DETERMINING YOUR END STATE

Key questions you'll be asking people to

- **What size** will our workforce be?
- **Where** will our workforce be **based**?
- **What capabilities** will our workforce require?
- **How** will our workforce be **organised and managed**?



METHODS TO BUILD CONSENSUS

OVERARCHING PRINCIPLES

Embrace diversity of thought, Engage early and often, Be transparent, Give stakeholders some skin in the game, Enable reflection time

Workshop based	Consensus Decision-Making	Conversation Formats
Design Thinking Workshops - problem framing, ideation, and solution prototyping sessions	Convergent/Divergent Thinking Process - expand options then narrow to consensus	Delphi Method - multiple rounds of anonymous expert input
World Café Method - rotating small group discussions that build on each other	Fist-to-Five Voting - scaled agreement measurement (0-5 fingers)	Consensus Mapping - visual representation of agreement/disagreement areas
Open Space - participant-driven agenda setting and discussion	Multi-Criteria Decision Analysis (MCDA) - weighted scoring against agreed criteria	Liberating Structures - 33 microstructures for engaging groups

3 TIPS FOR DETERMINING YOUR END STATE

STAGE 2

Determining
end state

TIP 1:

Aim for consensus

among key stakeholders on
what the end state should be.

TIP 2:

Involve as many stakeholders as possible

in the consensus-building
process(es).)

TIP 3:

Bring stakeholders the data they need

to draw their own conclusions
rather than telling them what
to think.



STAGE 3

Creating solutions - getting
from current to end state

4 STEPS TO CREATING YOUR SOLUTIONS

STEP 1:

Identify transitions

Things that need to
change between Current
State + End State

STEP 2:

Ideate solutions

Workforce Levers +
Workforce Enablers

STEP 3:

Test & refine

Iteration, Stakeholder
validation, Consensus
building

STEP 4:

Prioritise & categorise

Control vs. Influence
Assessment

STAGE 3

Creating solutions - getting
from current to end state

4 STEPS TO CREATING YOUR SOLUTIONS

Today

Where you are now

- Context understood
- Indicators chosen
- Stakeholder insights gathered

4 steps to creating your solutions

SOLUTIONS THAT ADDRESS:

Attraction
Recruitment
Retention
Upskilling

IN THE CONTEXT OF

Technology
Processes
Leadership
Infrastructure

End state

Where you want to be

- Capability
- Capacity
- Location
- Ways of working

3 TIPS FOR CREATING YOUR SOLUTIONS

STAGE 3

Creating solutions
- getting from
current to end
state

TIP 1:

Use solution statements

WHAT needs to change

WHY it needs to change

HOW it can change

TIP 2:

High level solutions

So they'll endure through
system reforms - avoid
mentioning specific actors or
structures.

TIP 3:

Prioritise

Identifying the solutions you
can control vs influence can
help to get runs on the board
early.



Q+A





**GET IN TOUCH
IF YOU HAVE
ANY QUESTIONS**

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