

ACHIEVING WORKFORCE BREAKTHROUGHS

How to Build a Future-Ready Workforce

Five strategies to build a future-ready workforce.



Table of Contents

Why You Need a Future-Ready Workforce	3
1. Leverage Strategic Workforce Planning	4
2. Know Your Baseline	5
3. Get Real-Time Visibility into Employee Skills	6
4. Achieve Workforce Planning Breakthroughs	6
5. Put Workforce Plans into Action	7
More Workforce Planning Resources	7

Why you need a future-ready workforce.

What skills will your workforce need 2 years or 10 years from now? For people leaders, cultivating future-ready talent that evolves as the business grows is a strategic imperative. Yet many organizations struggle to align talent with business needs. In fact, nearly 4 in 10 organizations say a lack of relevant workforce skills is the biggest barrier to achieving transformation goals.¹ Another study found that 87% of companies worldwide are aware that they either have a skills gap or will have one within a few years.²

Closing that gap is only the beginning. As work changes, business models need to flex and adjust to fit current realities. To keep up with that evolution, it's critical to move toward strategic workforce analytics and planning. That's where our three-part eBook series *Achieving Workforce Breakthroughs* comes in. Check out parts one and two for a deep-dive into employee experience and strategic hiring. Read on for part three of the series to learn how to build a future-ready workforce.

What is a future-ready workforce?

Building a future-ready workforce involves more than compiling a list of job titles and budgeting for headcount. It's about cultivating agility and adaptability across the workforce so employees are motivated and prepared to embrace change as it happens. According to the World Economic Forum, cutting-edge technical skills will be less important in the future than active learning, resilience, stress tolerance, and flexibility.⁵ To build a future-ready workforce that cultivates these abilities requires a new approach. Read on to learn more.

1 in 3

1 in 3 HR leaders are confident in their ability to identify talent with the skills needed to support new initiatives.³

4 in 10

Among global employers, 4 in 10 are focused on upskilling the existing workforce to address skills shortages.⁴



¹Workday, "[Closing the Acceleration Gap Toward Sustainable Digital Transformation](#)"; 2022.

²McKinsey, "[Mind the \[Skills\] Gap](#)"; January 27, 2021.

³Workday, "[Closing the Acceleration Gap Toward Sustainable Digital Transformation](#)"; 2022.

⁴PwC, "[Global Workforce Hopes and Fears Survey](#)"; 2022.

⁵World Economic Forum, "[These Are the Top Ten Job Skills of Tomorrow—and How Long It Takes to Learn Them](#)"; October 21, 2020.

1. Leverage strategic workforce planning.

HR is experiencing a seismic shift—from a role-based focus to a focus on skills and capabilities. This approach takes a more holistic path to workforce planning that requires a deeper understanding of employees and how they fit into organizational initiatives, including:

- **Understanding your workforce.** You can't build future-ready skills without knowing the skills within your workforce. Yet role-based workforce planning treats people doing similar jobs as if they're interchangeable, obscuring the real and often significant differences in their skills, capabilities, career interests, and connections. Strategic planning shines a light on that data to create a holistic, real-time view of your workforce. This process is powered by a richer understanding of internal talent resources that foster learning, growth, and internal mobility.
- **Connecting current capabilities to strategic priorities.** Silos make strategic alignment tough, but companywide planning breaks down traditional silos between functions, giving HR greater visibility into the business. Combined with powerful analytics, it's easier to match talent to emerging opportunities. Rather than staffing up for a new strategic initiative, HR has a holistic view of the companywide impact of every new hire and internal talent shift, as well as whether to source talent internally or externally, and how to dynamically deploy talent.
- **Addressing skills gaps.** Strategic workforce planning enables HR to determine the optimal mix of internal and external talent and gain greater insights into the resources required. HR can also track how skills initiatives tie to metrics such as employee retention, engagement, and business performance.

- **Fostering a culture of continuous learning and adaptability.** Because strategic workforce planning is powered by a unified platform of reliable, real-time data, companies can leverage what they know about their workforce and where the business is headed to deliver highly personalized, contextual learning experiences throughout the employee lifecycle. Instead of the rigid, disconnected experiences, employees are empowered to drive their career journey. Administrators identify opportunities where learning can increase results, and deliver clear action plans to make it happen.

The employee side of a skills-based workforce strategy.

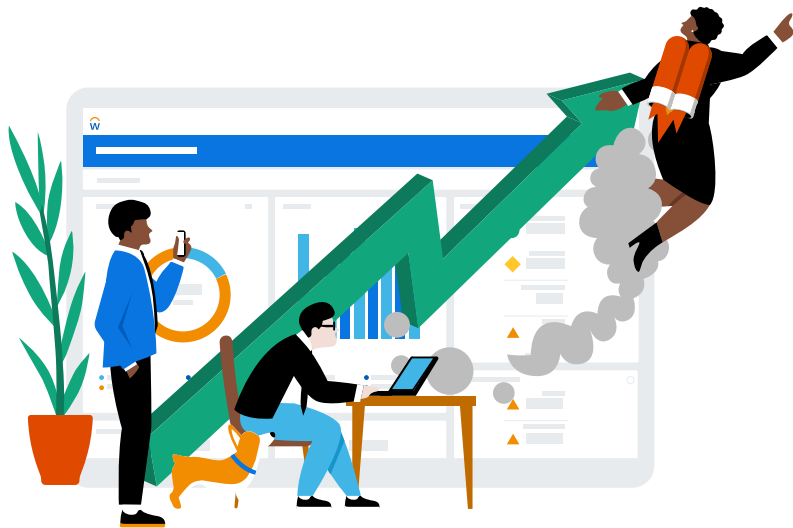
Empowering employees to take an active role in developing career skills and abilities is a critical part of building a future-ready workforce. And knowing how to boost employee engagement starts with employee-centric tools that integrate effortlessly with data. An intuitive interface combined with contextually relevant learning experiences and machine-learning-based education opportunities make it easier for employees to achieve their career goals and engage with the business.

When an employee wants to develop a new skill, the Workday Talent Marketplace uses machine learning to surface relevant opportunities. That means HR leaders can rest easy knowing that employees will be paired with skills-building experiences.



2. Know your baseline.

To swiftly and effectively deploy talent, HR leaders are increasingly shifting from a role- or headcount-based approach to one centered firmly on skills. But comparing the skills employees have to those needed requires data. To establish your baseline, you need to get your data in order using a solution such as Workday Skills Cloud, which enables employees to identify their skills through an enhanced search experience. The skills-based inventory is also built on common language that extends across departments, so when HR needs to identify workers suited for an emerging need, there aren't functional barriers to impede their visibility. And the skills miner feature pulls in relevant skills and expertise data, from both structured sources (resumes, job applications) and unstructured sources (feedback, performance reviews). Together, they deliver complete visibility into the real-time skills and capabilities of your current workforce.



Workday products and capabilities for a future-ready workforce.⁶

PRODUCT AND/OR CAPABILITY	CAPABILITIES FOR STRATEGIC WORKFORCE PLANNING
Workday Prism Analytics	Workday Prism Analytics enables organizations to securely ingest skills data for contingent talent hired through a vendor management system, or to gain a more comprehensive picture of the current workforce. When combined with detailed skills and career-interest data in Workday, data pulled from external career development sources such as employee reviews or talent marketplaces creates rich contextual insights.
Workday Peakon Employee Voice	Workday Peakon Employee Voice enables real-time insights on employee sentiment, productivity, and engagement, with targeted questions around growth satisfaction and workload. These insights help people leaders gain a more in-depth understanding of their employees. Sentiment analysis and natural language processing of employee comments make it easy for HR leaders to identify their employees' skills or interests.
Workday People Analytics	Workday People Analytics uncovers the most important priorities for each part of the business. Augmented analytics quickly slices through data to answer questions such as: Where can we focus to grow talent? How do our job profile skills compare across teams? What are the suggested skills for growth and development by job title?

⁶While this guide covers Workday workforce analytics tools, our customers connect them to our suite of financial analytics products to get an entire overview of their organization. [Read more](#) about financial reporting and analytics capabilities.

3. Get real-time visibility into employee skills.

Accurate, real-time visibility into your workforce is an important step, but it requires access to the right data. If scenario planning is siloed and labor-intensive, it's challenging to fine-tune your workforce plan as things change. You need a workforce planning strategy that connects to financial models, up-to-date headcount plans, and related costs.

A unified system of data allows you to answer questions such as: What if we doubled our use of contingent talent? How would ramp-up time for new hires impact the project's schedule? If we mined the necessary skills from a mix of internal teams and long-term external talent, what effect would that have on performance elsewhere? Workforce models for various buy-borrow-build mixes help identify the optimal plan. User dashboards and dynamic reporting support real-time monitoring, so both HR and finance can track plans to actuals and quickly course correct as things change.

Building a future-ready workforce also requires continuous collaboration with managers, who are often the greatest touchpoint for employee growth and career advancement. When managers promote opportunities for skills development, they build a framework for greater employee engagement. Data-driven insights not only help HR understand where to focus, but they also make it easy for people leaders to track progress toward business objectives.

“

We now have the kind of environment that enables line managers to think about—and act independently to support—the growth and careers of their teams.

Senior HR Manager,
Topcon

4. Achieve workforce planning breakthroughs.

As your strategic workforce planning and analytics mature, building a future-ready workforce requires continuous recalibration. Strategic HR leaders survey the larger competitive landscape, proactively identify emerging skills, and build talent pipelines and talent pools to support future growth. Data analytics and companywide collaboration nurture a culture of continuous improvement and growth and elevate the employee experience.

The same tools and processes that support continuous recalibration also enable HR to move fast in the face of disruption—upskilling the workforce or identifying and redeploying the right internal talent to meet unexpected demands.

Even mergers and acquisitions or global restructuring become opportunities for workforce breakthroughs. When workforce planning shifts from a reactive, static exercise to a strategic activity driven by analytics and companywide collaboration, it's easier to handle whatever comes next.



5. Put workforce plans into action.

There's no question that the world of work is changing. But while much of the discussion has centered on reevaluating the relationship between employees and employers, or embracing new norms around when and where work takes place, another major shift is underway from role-based, headcount-oriented workforce plans to a more strategic approach driven by skills.

Strategic HR leaders are embracing the shift with gusto. Applying a skills lens to strategic workforce planning and analytics enables greater adaptability and resilience and fuels a growth mindset across the organization.

With the right approach, you can turn your workforce into an engine of business success.



More workforce planning resources.

For a deep-dive into Workday reporting and analytics capabilities, take a look at these resources.

- [Quick demos.](#)
See Workday products in action.
- [On-demand webinars.](#)
Hear from Workday experts and customers.
- [Resource library.](#)
Find resources by industry, business size, product, and more.
- [Workday Human Capital Management \(HCM\) reporting and analytics.](#)
Learn more about Workday HCM reporting and analytics.
- [Workday People Analytics.](#)
Learn more about Workday People Analytics.
- [Workday Prism Analytics.](#)
Learn more about Workday Prism Analytics.
- [Workday Peakon Employee Voice.](#)
Learn more about Workday Peakon Employee Voice.
- [Workday Adaptive Planning.](#)
Learn more about Workday Adaptive Planning.

To explore how the Workday suite of applications can help you build a future-ready workforce, [schedule time with an expert.](#)



+1-925-951-9000 +1-877-WORKDAY (+1-877-967-5329) Fax: +1-925-951-9001 [workday.com](https://www.workday.com)

© 2023 Workday, Inc. All rights reserved. WORKDAY and the Workday logos are trademarks of Workday, Inc. registered in the United States and elsewhere. All other brand and product names are trademarks of their respective holders.
20230213-wfp-3-how-to-build-future-ready-talent-ebook-enus