7B WORKFORCE DESIGN DEFINITIONS

This framework helps organizations identify solutions to fill the gaps between the current state of the workforce and the desired future state using the 6Bs and Organisational Design. Read on for a description of each element of the framework.

Or you can click any of the 7 elements in the model beside this text.

STRATEGIC & OPERATIONAL CAPABILITY

WORK ACTIVITY

WORKFORCE DIFFERENTIATION			
IMPERATIVE	CORE	SUPPORTING	NON-CORE

ORGANISATIONAL DESIGN 7B WORKFORCE PLAN

BUY	BORROW	BUILD	BIND	BOUNCE	BOTS

BALANCE

ORGANISATIONAL DEVELOPMENT and EFFECTIVENESS
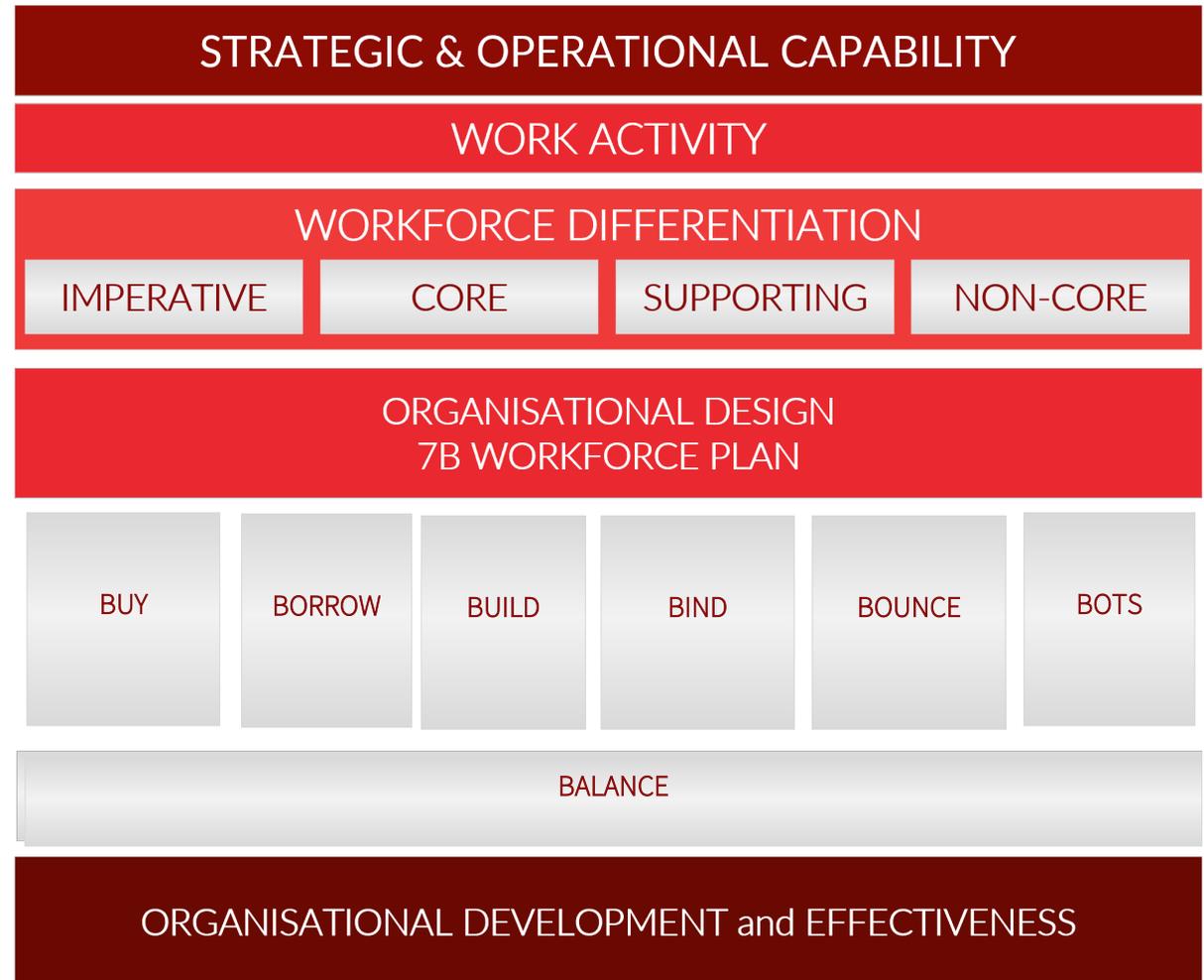
BUY – Bring in new talent from outside the organisation (external) or from other departments (internal)

Actions	Risks	Guidelines
Solidify employment brand Recruit from the best sources Make workers talent scouts Develop profiles of technical and social competencies Develop internal talent system, and encourage workers to use it Reward managers for developing talent	High failure rate of imported talent within 18 months High price of hiring and onboarding new talent 85% of people leave organizations because of social and cultural misfits Negative impact on morale and career progression when few internal opportunities	Go outside if candidate is 25-35% better than internal or if organization needs an infusion of talent Internal movement may be more likely in a down economy Consider: • What is your new hire turnover rate? • What kind of sourcing relationships do you maintain? • How well do you keep in contact with talent that has left but could return? • How easy is it for your current workforce to grow in your organization? Do managers hide talent? Do workers have their own brands that they can promote internally?

BORROW – Contract talent from consulting, outsourcing, or contingent workforces to access needed skills and ideas

Actions	Risks	Guidelines
Develop a network of trusted partners

Analyze which skills should be borrowed vs. honed internally

Manage contracting projects carefully

Track the total amount you spend on your contingent workforce

Transfer borrowed knowledge to your internal workforce | Over-dependence on partners resulting in loss of intellectual property and capability

Reduction in quality

Morale of workers | Make borrowing decisions strategically, not reactively

Develop the vendor management skills to ensure high-quality execution that is on time, in scope, and in budget

According to Gallup, 36% of U.S. workers have "gig" work arrangements in some capacity (McFeely & Pendell, 2018) |

BUILD – Develop or unleash the talent of people within the organisation

Actions	Risks	Guidelines
Target activities to strategic roles Use the 70/20/10 model for development: 70% experiential – a variety of challenging, stretching assignments 20% social – getting candid feedback, observing and learning from active role models, coaches, and mentors 10% courseware and training Develop web portals to share knowledge and expertise	Time to proficiency Poor effectiveness of some training Cost of training programs	Valuable when institutional knowledge is important to success Fill 75-80% of senior positions internally Consider: How fast can you develop the talent you need? Do you use a competency framework to help you identify and focus on the right talent? Do managers view talent development as a critical element of their role? How effective is your learning organization? How well do you share knowledge internally? Do you offer multiple paths for learners to fill skill gaps?

BIND – Retain the most talented workers by moving them to or keeping them in strategic roles

Actions	Risks	Guidelines
Identify your best performers and highest potential workers	Talented people are often contacted by recruiters	Consider what you can do strategically, not just in individual situations, to encourage high performers to stay
Recognize their achievements	Talented people leave if not challenged and recognized	Know all the top people
Provide challenging developmental opportunities		Be proactive; don't wait until top people are dissatisfied
Offer interesting career choices		
Involve them in the community		
Report on their flight risk every 15-30 days		
Conduct "stay interviews"		

<u>**BOUNCE**</u> – Remove poor performers, eliminate unproductive roles, or re-deploy/re-skill people as the strategy and business environment change

Actions	Risks	Guidelines
Establish and communicate clear performance standards	Losing people you want to retain	Plan reductions and reallocations carefully
Put flexible exit strategies in place	Reduction of entire skill sets	Reduce with a scalpel, not a hatchet; avoid multiple or rolling layoffs
Assist people in their transitions	Low morale among remaining workers	Prepare for the turn-around
Provide re-skilling opportunities for those you want to retain		
Communicate with all workers in an honest and straightforward way		

BOTS – A bot is a software application that is programmed to do certain tasks. Bots are automated, which means they run according to their instructions without a human user needing to manually start them up every time. Bots often imitate or replace a human user's behaviour. Typically, they do repetitive tasks, and they can do them much faster than human users could.

Actions	Risks	Guidelines
Chatbots that simulate human conversation by responding to certain phrases with programmed responses	Improper integration into workflows Communication of business rationale	Bots usually operate over a network; more than half of Internet traffic is bots scanning content, interacting with webpages, chatting with users, or looking for attack targets.
Web crawlers (Googlebots): bots that scan content on webpages all over the Internet	Decrease in customer satisfaction	Malicious bots: Bots that scrape, spread spam content, or carry out credential stuffing attacks.
Social bots that operate on social media platforms	Low morale among workers Cost versus value drivers not considered effectively enough	