

Framing HR Initiatives in the Business Context - Example

Excerpt slide from Brian Heger's private [Talent Edge Circle Community](#)

1) Business Problem

Rapid shifts in product strategy and global expansion at (Company) have led to frequent misalignment between workforce capabilities and the company's changing business needs. As a result, there are costly skill gaps, talent shortages in high-growth areas, and delays in delivering new features and innovations to market.

2) Business Problem: By the Numbers

- **Unfilled Roles:** 45% of critical tech positions remain open for 3+ months, jeopardizing product development timelines.
- **Skills Gaps:** 60% of managers say their teams lack the necessary future-ready skills for upcoming strategic initiatives.
- **Turnover Costs:** Voluntary turnover in high-growth areas has jumped 22% year-over-year, resulting in \$4M in additional hiring and onboarding expenses.
- **Project Delays:** A recent new product launch was delayed by 4 months due to shortages of engineering and analytics talent.
- **Visibility Issues:** 70% of business leaders report "little to no visibility" into existing and emerging workforce gaps, hampering effective planning.

3) High-Level Solution(s) - Workforce Planning

Implement a formal strategic workforce planning practice that enables proactive identification of talent needs, builds organizational capability to close critical skill gaps, and aligns workforce investments with evolving business priorities. By piloting a **phased approach**—starting with targeted business units and expanding across the company—we can generate insights from robust baseline metrics, adapt to feedback, and ensure new talent strategies directly support (Company) rapid pace of innovation and growth.

4) Costs of Waiting and Not Acting Now

If we do not adopt a proactive, strategic approach to workforce planning now, (Company) risks ongoing skill misalignment, higher turnover, and critical delays in product launches. This can lead to:

- **Increased costs:** Reactive hiring and turnover could result in an additional \$5M in recruitment and contractor fees annually.
- **Lost market share:** Delayed product launches due to talent shortages could cost up to \$10M in missed revenue opportunities each quarter.
- **Lower employee engagement and burnout:** Absenteeism and turnover in key teams could rise by 15%, leading to productivity losses of \$2M per year.
- **Missed opportunities for growth:** Failure to enter new markets on schedule could cost \$20M in unrealized expansion.
- **Difficulty meeting business objectives:** Leadership estimates persistent talent gaps could put 3 major initiatives at risk, directly impacting \$50M in planned investment.