



### BUSINESS CONTEXT

### TALENT IMPLICATIONS

### EXECUTION FACTORS

#### 1 Identify Business Scenarios

What are the plausible business scenarios we might face over the next 6–24 months?

Give each scenario a short name and a brief 1–2 sentence description.

→ e.g., “Fast Track Launch” – Accelerated product release due to early FDA approval; “Cost Containment Mode” – Tight budget constraints driven by market volatility.

#### 2 Scenario Assumptions

What evidence, assumptions, data, or trends suggest these scenarios are plausible and worth planning for?

→ Consider internal data (e.g., financial forecasts, pipeline updates) and external trends (e.g., macroeconomic indicators).

#### 3 Scenario Triggers

What early signals/ events would suggest a scenario is becoming more likely?

→ e.g., regulatory changes, competitor actions, changes in customer demand, supply chain disruptions.

#### 4 Scenario Business Impact

How would each scenario affect core business goals (e.g., growth, profitability, innovation)?

→ Highlight any shifts in business strategy, investment areas, or performance targets.

#### 5 Base Scenario (Most Likely)

Based on our current knowledge, which scenario is most likely? Why do we believe this is the likely scenario?

→ Consider rationale, timelines, and expectations tied to this scenario.

#### 6 Talent for Base Scenario

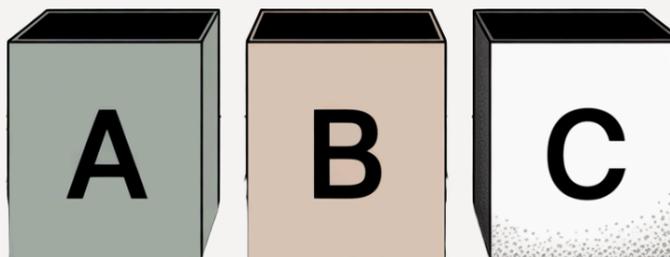
For our base business scenario (what we expect), what are the key talent elements of the workforce plan?

→ Which roles, skills, and locations are impacted? What actions are needed (e.g., hiring, development, redeployment)?

#### 7 Talent Plan (Alternatives)

For each alternative scenario, what major adjustments would be required in the workforce plan?

→ Where would we need to scale up, pause, reduce, or shift talent across functions or geographies? (e.g., a 19% increase in sales reps in regions A, C, & F).



#### 8 Common Talent Themes

Are there shared/common talent-related needs or risks that appear across multiple scenarios?

→ Look for consistent pressure points (e.g., demand for data talent) or repeated risks (e.g., regional skills shortages).

#### 9 Common Talent Actions

What talent actions will be required across all of our possible scenarios?

→ e.g. Strengthening leadership pipeline in areas, A, B, C

→ Answering this question can help prioritize talent investments.

#### 10 Decision Triggers

Based on the scenario triggers we identified in number 3, what thresholds would indicate that we should begin shifting from the base plan (what we expect) to an alternate scenario?

→ Define specific criteria (e.g., sales drops by 15%, approval delayed by 90+ days) that prompt action.

#### 11 Risk Mitigation

What talent-related risks are introduced by each scenario, and how can we mitigate them proactively?

→ Ask: What would delay or derail execution of the workforce plan under this scenario—and what steps can we take now to reduce that risk or shorten response time?

→ Prioritize the most critical risks by likelihood and potential impact. Use a simple risk matrix if needed to focus mitigation efforts.

#### 12 Communication Needs

What communications guidance would different stakeholders need under each scenario?

→ What messages, timing, and channels will be most effective for each audience?

#### 13 Key Stakeholders

\*\*While this should be asked at the start of the planning, it is put here under the execution category.

Who needs to be involved in scenario-based workforce planning and execution? How do we align everyone?

→ e.g., Finance, Business Unit Leaders, Corporate Strategy, Talent Acquisition, Learning & Development, HRBPs, etc?