



# NOVEMBER BREAKFAST PROGRAM



# WELCOME NEW MEMBERS



**Brenda Christian**  
SVP, HR  
Randstad USA



**Gretchen Lumsden**  
Sr. Director, Enterprise Leadership &  
Career Development  
The Home Depot



**Anneliese Cooper**  
CHRO  
Atrium Hospitality



**DVD**  
VP, HR – Associate Experience  
HD Supply



**Sabrina Green**  
Chief People Officer  
HD Supply





## PREMIUM PARTNERS



**Marsh McLennan  
Agency**

*App partner since 2021*

*Breakfast Program Partners*



**LOCKTON®**



a Landrum **HR** company

*Website partner since 2021*



**Russell  
Reynolds**  
ASSOCIATES





# MEMBERSHIP REMINDERS

**Don't let your membership lapse!**

*You can renew online today*

*Remember to renew your membership no later than  
12/31/23.*





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**R** Russell  
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# RRA: Who we are at a glance

We are a global leadership advisory and search firm. We help our clients build teams of transformational leaders who can meet today’s challenges and anticipate the digital, economic and political trends that are reshaping the global business environment.

## Industry Expertise

- Business and Professional Services
- Consumer
- Education
- Energy and Natural Resources
- Financial Services
- Healthcare
- Industrials
- Social Impact
- Private Equity
- Technology

## Functional Expertise

- Boards of Directors and Chief Executive Officers
- Corporate Affairs Officers
- Data and Analytics Leadership
- Digital Leadership
- Financial Officers
- Human Resources Officers
- Legal, Regulatory and Compliance Officers
- Marketing Officers
- Operations & Supply Chain Officers
- Risk Officers
- Technology Officers

## Leadership Services

- Assessment
- Board & CEO Advisory
- Culture Advisory
- Digital
- DE&I Consulting
- Executive Search
- Family Business
- Leadership Transformation
  - Large Cap
  - Private Equity
  - M&A
- Succession Planning

### We bring a diverse team

**47** offices around the world provide the advantage of global perspective and local context

### We uncover relevance

**6,600** engagements annually enable us to see critical patterns and help you stay ahead of what is next

### We challenge with purpose

**Private company** that is not swayed by investor or shareholder opinions

### We unlock your best

**First premiere executive search firm** to create a social impact practice



# The RRA Atlanta Team

Our Purpose: Improving the Way the World is Led.



# OUR PROGRAM



## Workforce Planning – New Paradigms



**BILL SCHIEMANN**



**VALERIA SCHIEMANN**



# NETWORKING



- Introduce yourself to the group
- Discuss the question on the paper at your table





# Workforce Planning— New Paradigms

Valeria Schiemann, William  
Schiemann  
Metrus Group, Inc.

HRLF Atlanta, November 17,  
2023

- *Each table has a question to consider-*
- *We will turn to you for some thoughts during the presentation.*



# WORKFORCE PLANNING: NEW PARADIGMS

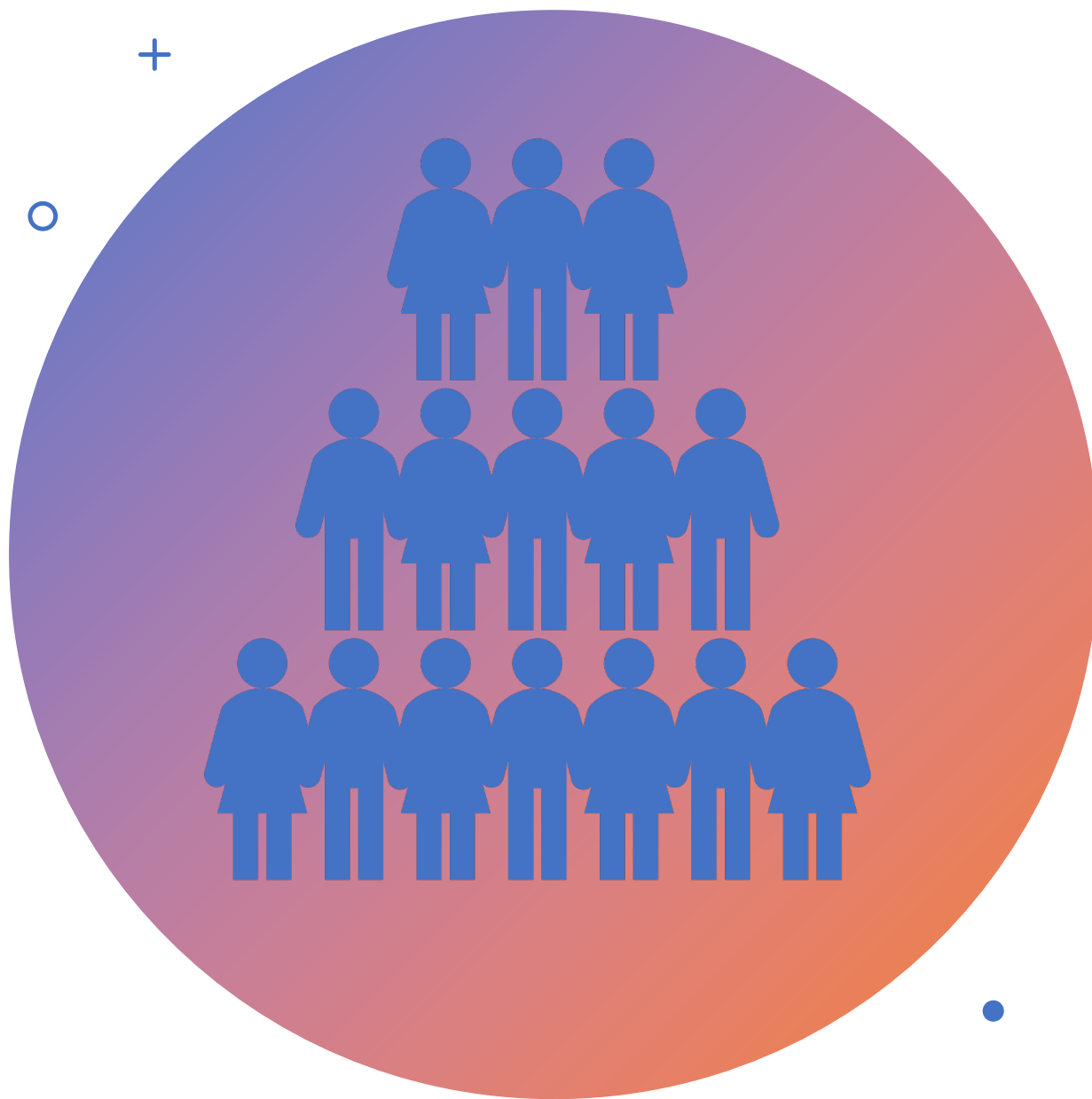
Valeria Schiemann, William Schiemann  
Metrus Group, Inc.  
HRLF Atlanta, November, 17, 2023





What is the biggest **workforce planning** challenge you face today? How has that changed since 2019?

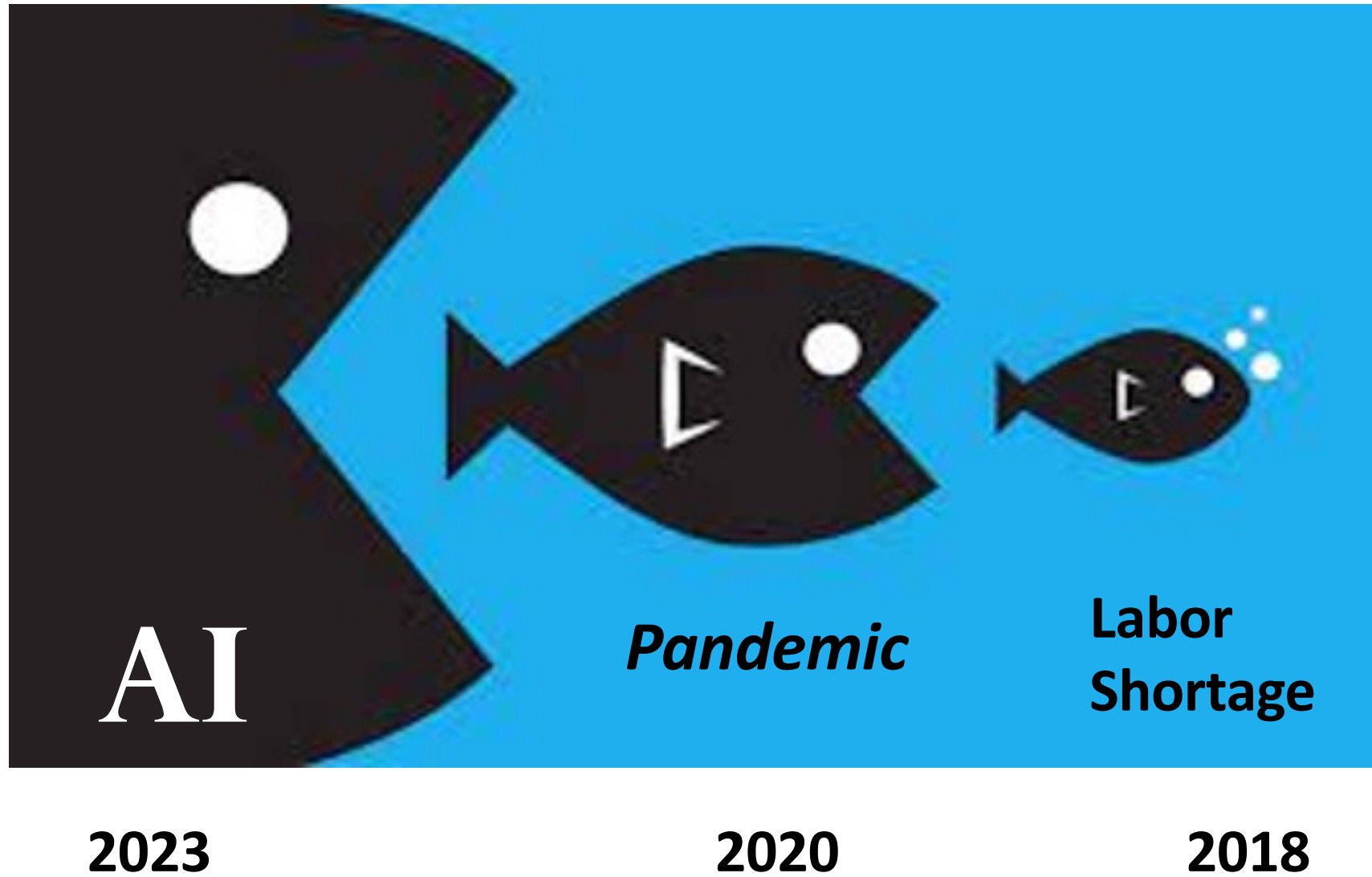




# Our Discussion Today

- What has changed in workforce planning since 2019—*and what has not!*
- How can we build *and retain* a sufficient workforce, when needs of the business are evolving so quickly?
- Where will the talent come from in a dynamic and shrinking labor pool

Since we last met . . .



# What's Changed?

**2019**

**>> COVID >>**

**2023**

- Talent shortages
- Job stress and work-life imbalance
- Millennials driving job/career fulfillment
- Speed of change disrupting long-range workforce planning

- Full-scale Baby Boom **retirement**
- **All generations** rethinking job/career fulfillment
- Work structure disruption **widespread (e.g., Post-Covid/AI)**
- **Constant** uncertainty—Mergers, globalization, economic

# Theme 1: WORK

# What is the *fundamental work* that needs to be done?

- *Where and How* must the work be done?
- *What* skills and capabilities are required?
- *What's Around the Corner?*
  - Competitors?
  - Best in Class Practices?
  - AI/Technology Advances?

# Theme 2: SKILLS & TALENT



What strategies  
are you currently  
employing to  
increase your  
labor pool of  
eligible potential  
Employees?



Deep skill levels in specific jobs →  
breadth of skills/experiences, and ability/willingness to learn!

For Example:



Surgeons have a critical deep skill level . . .

*. . . but what will those specific  
skills be in five years?? In 10??*





## Top 10 skills on the rise

- |  |  |
|--|--|
| 1.  <b>Creative thinking</b>                    | 6.  <b>Systems thinking</b>                           |
| 2.  <b>Analytical thinking</b>                  | 7.  <b>AI and big data</b>                            |
| 3.  <b>Technological literacy</b>               | 8.  <b>Motivation and self-awareness</b>              |
| 4.  <b>Curiosity and lifelong learning</b>      | 9.  <b>Talent management</b>                          |
| 5.  <b>Resilience, flexibility and agility</b> | 10.  <b>Service orientation and customer service</b> |

### Type of skill

 Cognitive skills
  Self-efficacy
  Management skills
  Technology skills
  Working with others
  Engagement skills

### Source

World Economic Forum, Future of Jobs Report 2023.

### Note

The skills judged to be increasing in importance most rapidly between 2023 and 2027

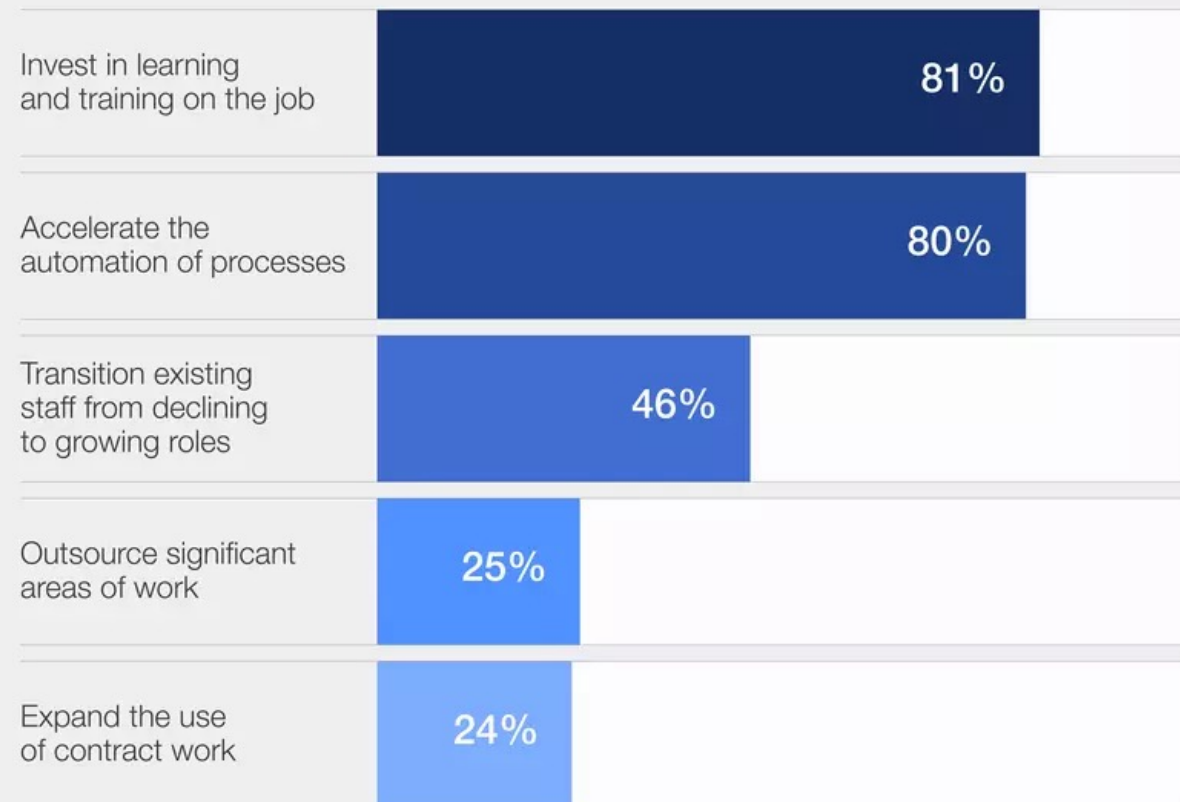
44% of Workers core skills are expected to change in the next five years!

Future of Jobs

## Workforce strategies, 2023-2027



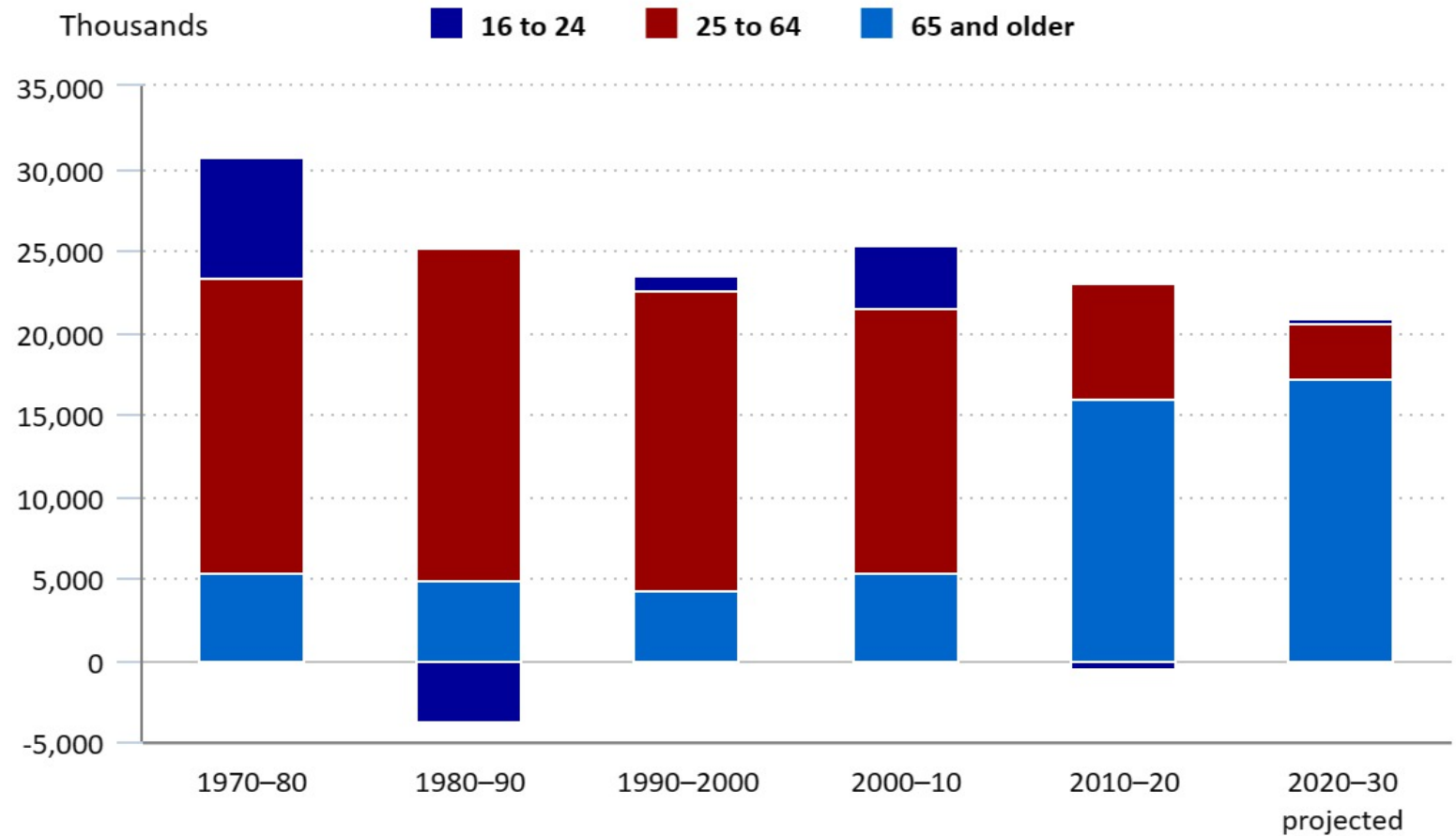
Share of organizations surveyed planning to adopt these workforce strategies



Source: World Economic Forum, *Future of Jobs Report 2023*.

Will we have  
enough  
workers??

**Chart 2. Population change, by age group, for selected periods and 2020–30 projected**

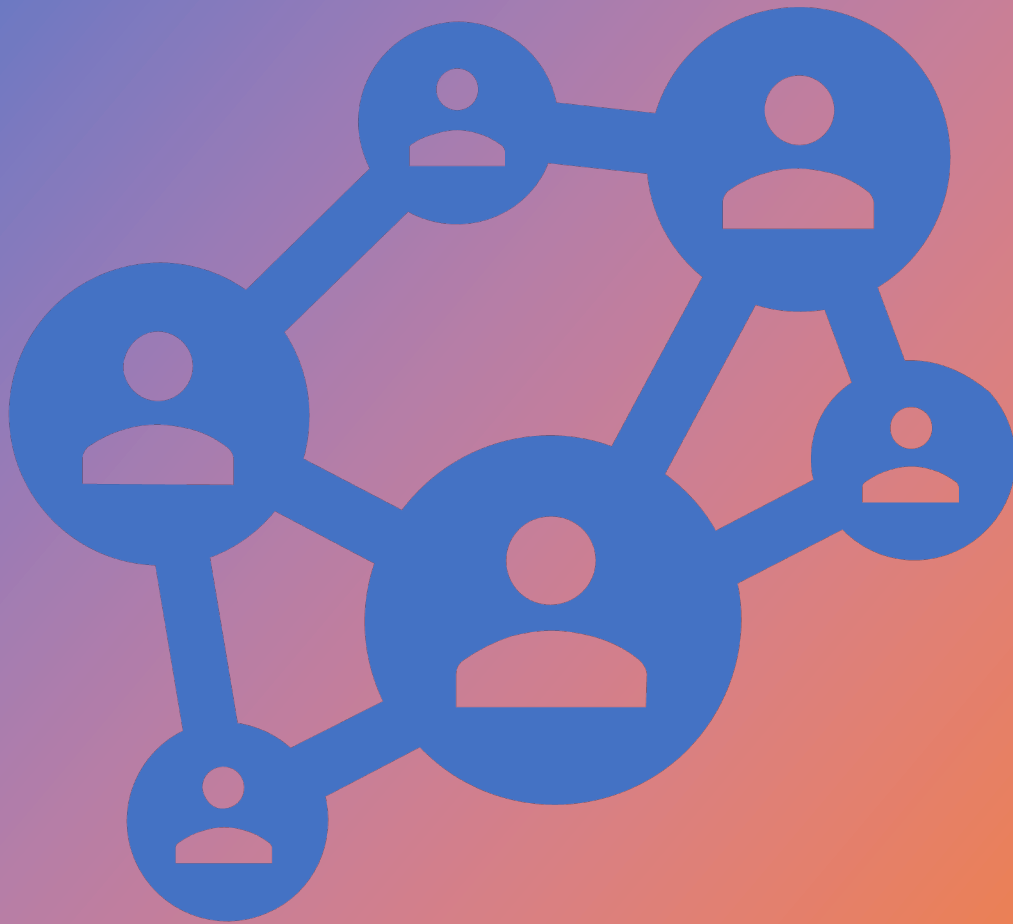


Click legend items to change data display. Hover over chart to view data.  
Source: U.S. Bureau of Labor Statistics.



# Is Your Workforce Ready? Do You Have the Right People for Tomorrow?

- Who will be needed to do that work?
- What drives their fulfillment—both career and life?
- Do you have tools to connect evolving work and skill needs against worker desires (e.g., CMS)?
- Aligned on values, vision, purpose?
- Can your people perform their best in your workplace/culture?



# Theme 3: ENVIRONMENT & CULTURE

What do you think AI  
will do to your  
employment process  
(finding, screening,  
selecting, training)?





# Is Your Workplace Ready?

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- Work is done in the most effective manner—balancing human and technology contribution.
- Strong talent value proposition—culture that attracts and retains employees who can be successful in your organization.
- Are policies talent friendly? (e.g., flexibility)

OPTION FOR  
FULLY  
REMOTE





# CORE WEEKS



100% IN  
OFFICE



# It's Not Just Flexible Work Hours . . .


*Examples of perks companies are trying:*

- Clothing allowance
- Financial planner and/or planning software
- Spa services: massage, manicure, pedicure, hair treatment, relaxation area
- Pet support: pets at work, pet “daycare”, pet insurance
- Sports activities—Patagonia encourages surfing during breaks!
- Personal assistant services: post office, UPS, dry cleaners, small grocery/pharmacy items; allowance towards housekeeping services

No one does all of these!

# Theme 4: MANAGERS



An abstract background consisting of a dark blue rectangle with a large, lighter blue circle on the left side, partially overlapping the rectangle.

Workforce  
planning will  
also be heavily  
impacted by  
who's leaving  
(and why); what  
are you doing to  
control turnover  
better?



# Do You Have the Right Managers?

## Do They:

- Know their people's career and life goals?
- Facilitate development
- Provide coaching?

Would your employees agree?

Managers  
are the #1  
Cause of  
Lost Talent  
Overall

Believe Your  
Employee  
Surveys  
BEFORE  
People  
Leave



# Talent Management

- Will your people be the right talent tomorrow?
  - Are they aware of changes?
- What role do contract workers play—are they included in your TVP??



## SKILL GROWTH

Upskilling the workforce will be a critical role for manager: helping people to see

- ***what*** changes are coming
- ***why*** they need to prepare
- ***how*** the company will enable them to be ready.



# UPSKILLING 2025

- Amazon work in training and automation

# Thank You!!

Valeria Schiemann

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Bill Schiemann

[wschiemann@metrus.com](mailto:wschiemann@metrus.com)

# Resources

- World Economic Forum Future of Jobs Report 2023:  
<https://www.weforum.org/publications/the-future-of-jobs-report-2023/>
- US Department of Labor:  
<https://www.bls.gov/opub/mlr/2021/article/projections-overview-and-highlights-2020-30.htm>
- How the Amazon Upskilling Program Is Retaining Top Talent:  
<https://www.staffing.com/amazon-retaining-top-talent-through-upskilling/>
- Amazon Sequoia Automation 2023 (video; begins with ad):  
[https://www.youtube.com/watch?v=az7g\\_WJZyjc](https://www.youtube.com/watch?v=az7g_WJZyjc)