

# LEADING HORSES TO WATER

SECRETS TO POWERFUL ENGAGEMENTS WITH YOUR LEADERS,  
FROM BUY-IN TO ACTION WITH  
STRATEGIC WORKFORCE PLANNING

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## Key Takeaways

WHY HAVE ONE

WHAT IT IS, WHAT IT IS NOT

WHERE TO START

WHO OWNS IT

WHAT'S NEXT

The Eaton logo consists of the word "EATON" in a bold, blue, sans-serif font. The letter "O" is stylized with a white dot in the center.

*Powering Business Worldwide*

A close-up, slightly blurred photograph of a person's eyes, looking upwards and to the left. The person has dark hair and is wearing a dark jacket. The background is out of focus.

**We make what matters work.\***

\*Power is a fundamental part of our world. And it's our job to help make sure it works.

# Your moat – a durable competitive advantage

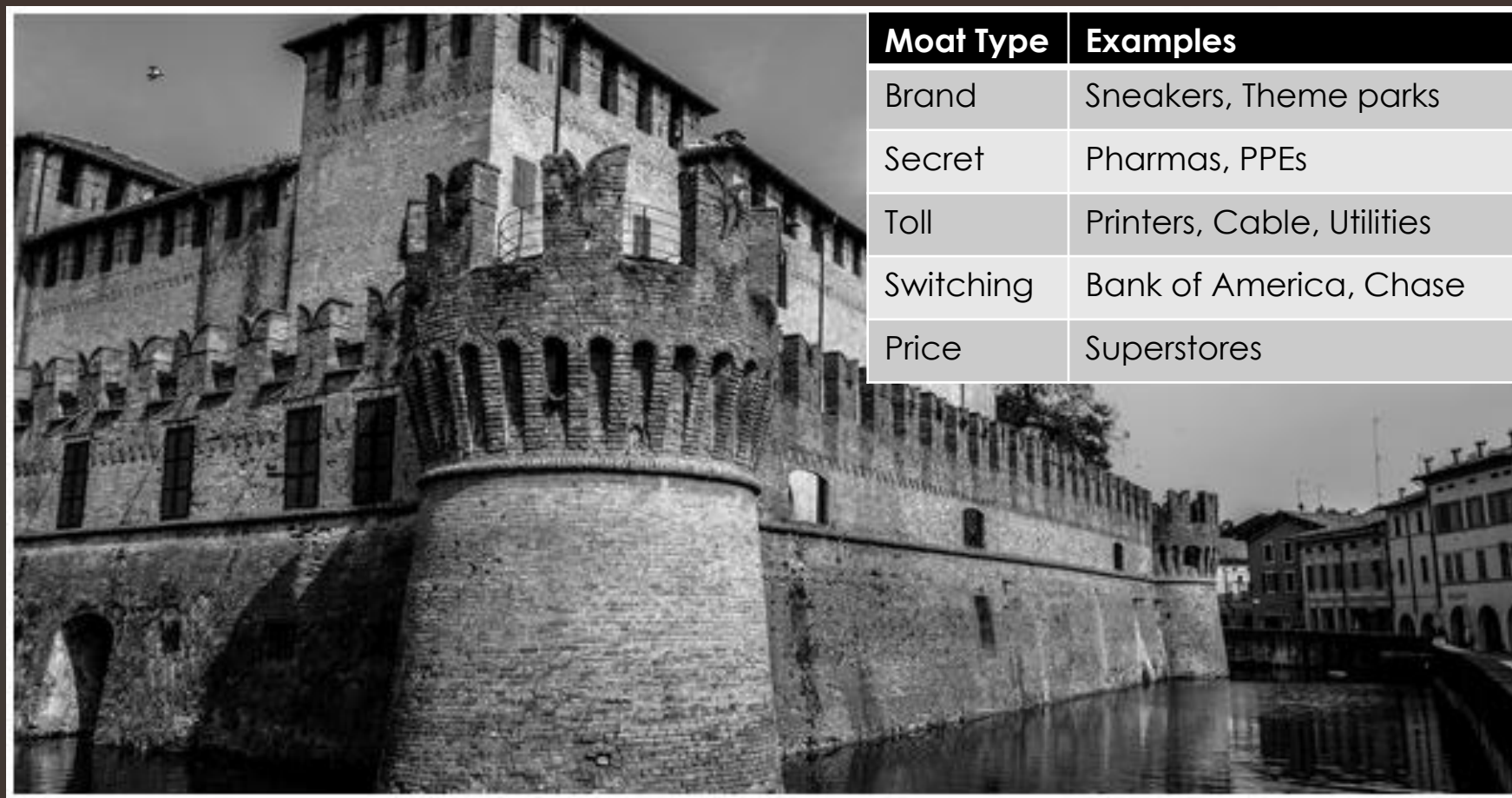
Why have one

What it is, what it is not

Where to start

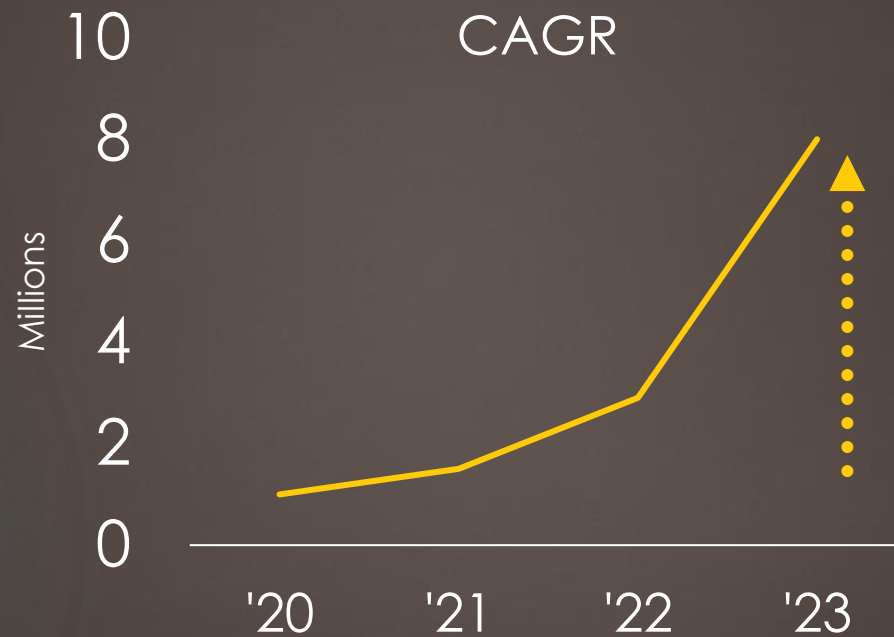
Who owns it

What's next



*Adapted from the book Rule #1 by Phil Town*

# SWP is about **how** to achieve your strategic goals



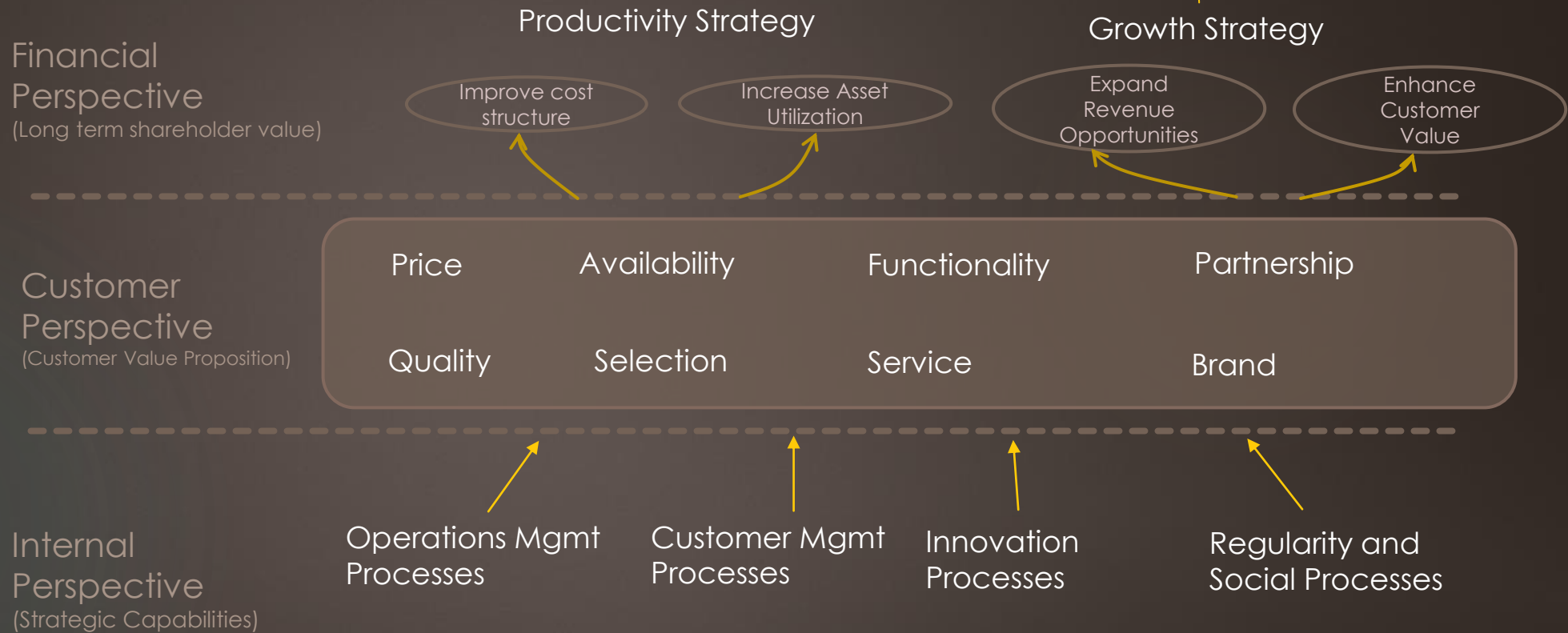
**How** do we get there?

illustrative

CAGR = Compound Annual Growth Rate, the rate of return that would be required for an investment to grow from its beginning balance to its ending balance ([www.investopedia.com](http://www.investopedia.com))

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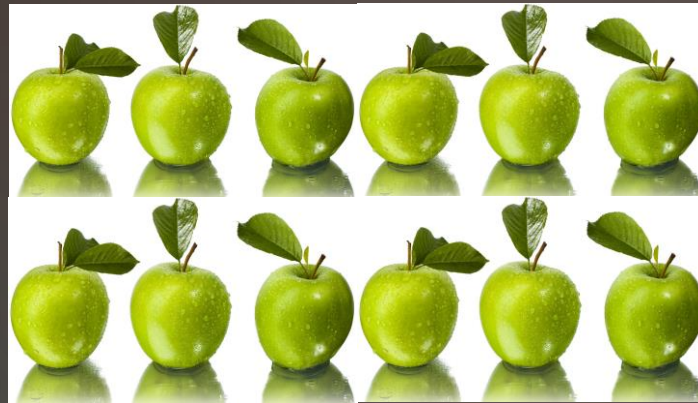
# Drive the conversation from the business strategy



What are the 'A' positions that have the greatest impact to your strategic capabilities?

# One size **does not** fit all

SWP engagements  
look less like this,



and more like this



Having a **pragmatic approach** to each engagement increases **adoption and commitment** from the business

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# Have a **simple framework** for others to follow

## 1 Strategic Insights

Review **strategy plan** to identify **strategic capabilities** needed for achieving our business goals

## 2 Identify 'A' Positions

Use strategic capabilities to **identify 'A' positions** – roles with **greatest impact** to strategic outcomes

Use **data insights** to look for **obstacles** to success in 'A' positions

*Rewards, knowledge, sales culture, pricing, customer relationships, delivery, empowerment, leader culture*

## 3 Action planning

Identify **actions** to overcome the obstacles  
*Incent, retain, culture shift, build, buy, transform, sunset, process or technology investments*

**Plan** for multiple **scenarios**

Get **executive sponsors** to be accountable for the actions

# Use **skills** to drive the conversations, and **be nimble**

**1** Start with where you are

Using strategic capabilities, identify the critical skills you need to **'do the job'**

Get **laser focused on skills**, competencies will come with hiring assessments

**2** Use available resources

Your best talent are already **in your organization**, find out how they brand themselves

Nurture a **knowledge-hungry, entrepreneurial, above-the-line** culture in your analytics team

**3** Help where help is needed

**Meet** your business and HR partners where they are, and support them where **they need you most**

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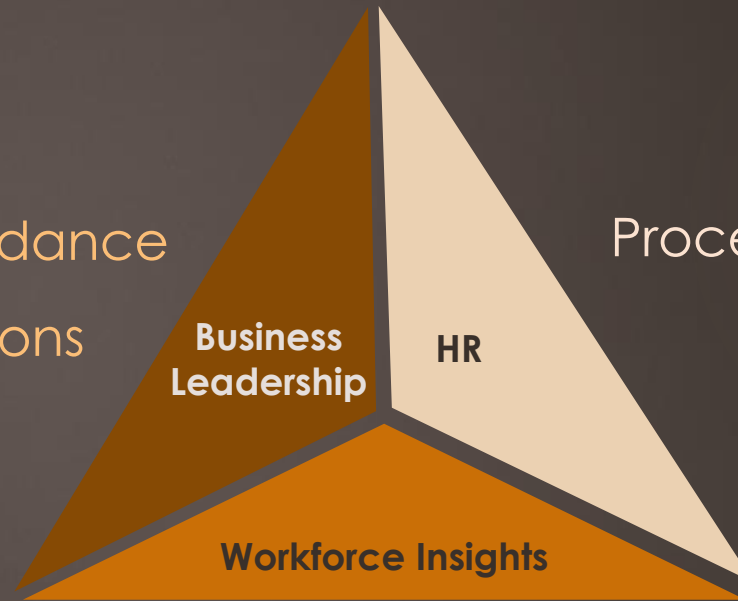
Who owns it

What's next

# SWP is not a 'HR' thing, business sponsorship is key

Strategic Guidance  
Sponsors actions

Process Facilitation



Analytics, Forecasting,  
Processes, Tools , Consulting

Adapted from Mercer Framework

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# Build a go-to SWP placemat, assign executive sponsors

## Strategic Goals

With a projected revenue growth of 20% from 2020-2023, our workforce is forecasted to increase by **14% to 205** by 2023.



### Strategic capabilities

### Segment growth

### Delivery

### Operational excellence

### A positions

Solutions Engineer  
Sales Specialists

Applications Engineers  
Electrical Technicians  
Logistics Planner

Operations Manager  
Quality Manager

## Data insights

### Rewards

Need variable rewards to drive behaviors

### Alignment to organizational goals

Have clarity of alignment

### Tools & resources

Do not have sufficient tools and resources

### Bench strength

Have a robust history of mobility

## Actions and commitments

### Build – Jackie

A culture for taking risks  
Workforce capabilities in 'A' positions

### Transfer - Arvind

Knowledge from other groups

Technology investments

### Transform - Jamie

Leadership readiness

### Retain - Yihan

Year-round continuous review of talent

## Scenarios we are ready for

Market segment growth

New product introduction

Market volatility

illustrative

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# Today's Key Takeaways

WHY HAVE ONE

Makes your **moat** difficult for your competitors to cross it

WHAT IT IS

It is based on your **strategic goals**, and **how** you get there

WHAT IT IS NOT

One size does not fit all, be **pragmatic** in each engagement

WHERE TO START

Keep the **framework simple**, take a **skills-based** approach

WHO OWNS IT

It's not a 'HR' thing, **business sponsorship** is key

WHAT'S NEXT

Have a go-to **SWP placemat**, make **leaders accountable** for actions, commit to a timeline, tweak as you go