

# Take Your Workforce Planning From Tactical to Strategic

HR organizations often approach workforce planning through a narrow, tactical lens. CHROs should take the lead in broadening that focus to a more strategic, long-term activity to better determine future talent needs and labor market conditions.

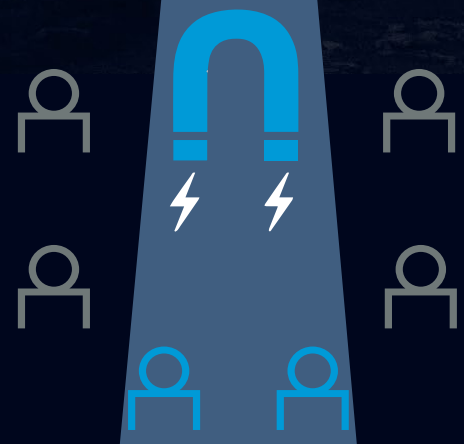
## Workforce planning activities

### Field of view

Talent forecasting/  
headcount planning

**Why it's not a substitute for strategic planning** ⊗

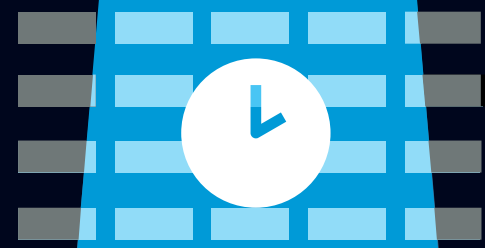
Only focuses on **immediate talent needs**.



Workforce scheduling  
optimization

**Why it's not a substitute for strategic planning** ⊗

Focuses primarily on **hourly** workforce segments and is often **industry-specific**.



Operational workforce  
planning

**Why it's not a substitute for strategic planning** ⊗

Agreeing on headcount categories is challenging, and planning dimensions tend to be **limited to certain organizational hierarchies**.



Organization modeling and  
transformation management

**Why it's not a substitute for strategic planning** ⊗

This set of features is only needed in **periods of transition** during transformation projects.



**Strategic workforce planning**

**Why you should make the shift** ✓

A strategic workforce plan **addresses the challenges** that result in talent gaps for future critical roles.



Evolve your workforce planning from tactical- and activity-focused (short-term) to strategic-investment-focused (long-term). Your organization will better anticipate talent needs and ensure a more properly skilled workforce aligned to business goals.

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