HOW DO YOU RECOGNIZE AND CULTIVATE YOUR NEXT LEADERS

A FINAL WARNING

NEW MILLENNIUM AIRLINES

- The airline industry is gravely sick and getting sicker mostly because of a marketplace altered by airline deregulation and Internet. Southwest was the only airline to make a profit in 2024. The industry' traditional hub-and-spoke giants are gasping for breath. If New Millennium Airline is to make a turnaround, changes in leadership forecasting and optimizing is crucial. New Millennium Airline continues to cut jobs and reduce compensation and benefits. Experts say: "New Millennium Airline is reaching the point of diminishing returns with such austerity." New Millennium Airline is not a low-cost carrier.

- You are “New Millennium Airline” executive leaders.
- You are given the mandate to strengthen the company’s competitive position in the industry through intensive focus on recognizing and cultivating next leaders for increase revenue and sustainability.
- What are you going to do?

WORKFORCE PLANNING

SYSTEMATIC, PROACTIVE PROCESS, WHICH ALIGNS STRATEGIC PLANNING, HUMAN CAPITAL, AND BUDGETING TO MEET ORGANIZATIONAL GOALS

FORECASTING

Forecasting is a process for predicting upcoming changes in the demand and supply of the workforce your organization needs to carryout business priorities.

Areas of workforce forecasting:
Estimate increases or decreases in services, programs, products, or business areas.

Estimate the impact these changes will have on workforce needs (e.g. the estimates can include the number of type of employees as well as where and when they will be needed).

Estimate the internal and external availability of the workforce needed to meet anticipated business needs.

ACTIVITY

What current events are happening right now, and what impact will these events have on the future business of your company?

What will you do in a different way?

What will you do that you did not do before?

ANALYSIS

Analysis of workforce data is the key element in the workforce planning process. You will analyze differences between present workforce and future needs to identify the most critical jobs or job groups in order to develop a plan to address workforce issues and close the identified gaps.

ANALYSIS

Areas of workforce analysis:

Collect information on technical competence/Specialized knowledge

Collect information on generic competencies

Collect information on leadership competencies

Collect information on future staffing levels

Collect diversity projections of future workforce and customer base:

1. Age
2. Tenure
3. Ethnicity
4. Gender

ANALYZE DEMAND

What needs attention?

What new or changed product do you foresee in the short and long term?

What core competencies will you require to carry out short and long term?

What technology or reengineering can be used to improve your product supply chain?

ANALYZE SUPPLY

What core competencies exist in your current workforce?

What existing core competencies are no longer needed?

What is the use of temporary vs permanent staff?

CONDUCT A GAP ANALYSIS

What are some deficits in your workforce?

What are some surpluses in your workforce?

What segment of your workforce are you missing?

CREATE A WORKFORCE ACTION PLAN

Who is going to be involved? Depending on the gap, consider including program managers, human resources, supply chain managers, organizational development representatives, customer and supplier representatives.

What actions are already underway to address these challenges?

Do you have an action plan? Consider including objectives, targeted jobs/job groups, measures, action steps, timelines, resources, accountabilities and "mine your existing workforce."

IMPLEMENT AND EVALUATE

Have the workforce plan strategies achieved the intended results?

What was the cost/benefit of the workforce plan strategies?

To what extent were the demand and supply projections accurate?

PARTNER WITH VAN DAELE & ASSOCIATES FOR YOUR TRAINING SOLUTIONS

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