



OPTIMISING IMPACT THEMES

Workforce Impact: Closing the Skills Utilisation Gap

PRODUCTIVITY and its connections with workers' skills, wellbeing and commitment are issues that deserve intelligent analysis, as well as responses that are beneficial to all those who invest in work. This seminar offers leaders an opportunity to step outside standardised paradigms, reframe their situations and come up with strategies that can improve the impact of work for all concerned.

Workforce Impact comprises three insightful and innovative sessions that can be undertaken in a single day or organised separately. Each session is designed to take two hours.

Target Audience

- ❑ Business leaders.
- ❑ HR directors and managers.
- ❑ Skills and enterprise influencers.

Positioning, Methods and Outcomes

EMPHASIS on situation specific strategies and alternatives to dominant orthodoxy sets this seminar apart. Participants work through exercises and discussions that enable them to develop their own *Workforce Impact* focus and draft strategy.

Workforce Impact Session 1: Opportunities and Challenges

PARTICIPANTS start with groundwork on 'impact questions', in relation to their own situations:

- ❑ **The Returns of Work:** the seminar opens by examining the positions of employers, employees and others, challenging delegates to move beyond standard notions of skills and productivity.
- ❑ **The Processes of Work:** participants engage with methods for representing the work processes and practices that interest them. This can involve a business model or other relevant focus.
- ❑ **The Skills of Work:** an exploration of how skills are developed and utilised within the system of work. Participants look at tensions between the investment in skills and the benefits gained.

Workforce Impact Session 2: Routes to Impact

THE SECOND stage concentrates on how *Workforce Impact* is derived and how it can be improved:

- ❑ **Managerial Routes:** the first of three groups that participants explore reflects the effects of trends and technologies on the dynamics of control. It includes a focus on line management.
- ❑ **Workforce 'Health' Routes:** as well as wellbeing, the second category includes the issues like motivation, engagement and culture. It also deploys an internal/external labour market model.
- ❑ **The Skills Utilisation Route:** in the context of all of the above, participants experiment with a third way that focuses on closing the gap between investment in skills and the returns of work.

Workforce Impact Session 3: Strategies for Impact

THE CLOSING session pulls together emerging issues and focuses on using the new knowledge:

- ❑ **The Strategy Process:** as they focus in on 'closing the gap', delegates experiment with strategy frameworks and clarify purposes, methods, knowledge requirements, influences etc.
- ❑ **Blending and Balancing the Routes:** participants evaluate the learning so far, during the development of their *Workforce Impact* strategy. Routes are combined to fit situations.
- ❑ **Connecting the Strategy:** participants scrutinise how the draft strategy might be implemented or tested within their situation. They also confirm a 'working focus' for the next step.

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