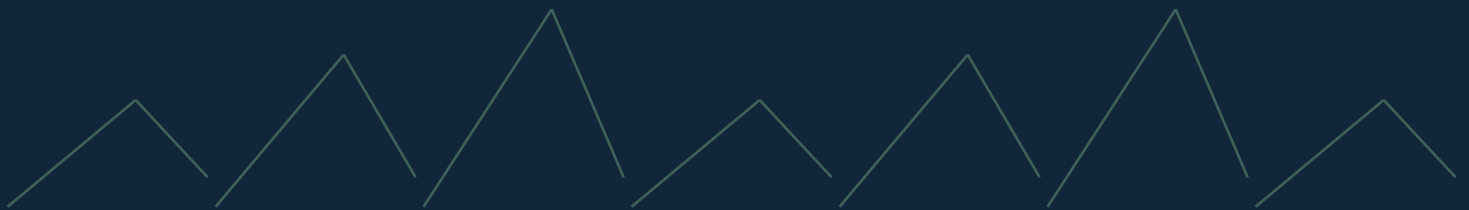

EXECUTIVE WORKFORCE TOOL

The Workforce Capability Diagnostic

Can your workforce execute your strategy?



A practical 10-minute assessment for identifying workforce constraints before they become execution constraints.

HOW TO USE THIS DIAGNOSTIC

Score what you can demonstrate.

Rate each statement from 1 to 5. Use evidence, not intent. If leaders cannot point to a plan, measure, decision process, or repeated operating practice, do not award the organization the benefit of the doubt.

1 Strongly disagree	2 Disagree	3 Partial / inconsistent	4 Agree	5 Strongly agree
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1. STRATEGIC ALIGNMENT Does workforce planning begin with business strategy?

1	For major strategic priorities, we can identify the roles, skills, qualifications, and leadership capabilities required for execution.	
2	Major investments, expansions, operating changes, and technology decisions include an explicit assessment of workforce requirements and constraints.	
3	We can identify the roles or capabilities most likely to become bottlenecks if demand increases or operating conditions change.	
4	Workforce planning extends beyond annual headcount and budget assumptions to include future capability, proficiency, and capacity requirements.	
SECTION SCORE		

2. CAPABILITY PIPELINE Are we building capability early enough?

5	For critical roles, we understand the actual time required to recruit, train, qualify, and develop someone to full proficiency.	
6	Recruiting, apprenticeship, training, and development pipelines are sized against projected future demand, not current vacancies alone.	
7	We can identify where retirements, turnover, growth, or skill scarcity could create significant capability gaps over the next several years.	
8	We have credible development pathways for critical capabilities that cannot be solved reliably through external hiring.	
SECTION SCORE		

DIAGNOSTIC

Execution, resilience, and the employment relationship

3. FRONT-LINE EXECUTION

Can strategy become operating performance?

- | | | |
|----|---|----------------------|
| 9 | Front-line leaders can clearly explain how major organizational priorities translate into operating expectations for their teams. | <input type="text"/> |
| 10 | Supervisors receive sufficient preparation for the technical, people-leadership, communication, and decision-making demands of their roles. | <input type="text"/> |
| 11 | Routine workforce and operating problems are resolved at the lowest appropriate level rather than repeatedly escalating upward. | <input type="text"/> |
| 12 | Employees receive materially consistent expectations across departments, shifts, and leaders. | <input type="text"/> |

SECTION SCORE

4. WORKFORCE RESILIENCE

How exposed are we when conditions change?

- | | | |
|----|---|----------------------|
| 13 | Critical operations are not excessively dependent on a small number of experienced employees whose absence would create significant disruption. | <input type="text"/> |
| 14 | We can distinguish temporary workload pressure from structural shortages masked by overtime, contractors, or temporary staffing. | <input type="text"/> |
| 15 | Critical knowledge and experience are transferred before retirement, turnover, or organizational change creates a loss of capability. | <input type="text"/> |
| 16 | We can absorb reasonable increases in workload, attrition, or project demand without materially degrading safety, quality, reliability, or performance. | <input type="text"/> |

SECTION SCORE

5. LABOR-MANAGEMENT EXECUTION

Does the employment relationship support performance?

- | | | |
|----|--|----------------------|
| 17 | Operational and workforce issues can be raised and addressed directly before they become unnecessarily escalated or formalized. | <input type="text"/> |
| 18 | Commitments, expectations, and decisions are communicated consistently enough to reduce avoidable disagreement over what was intended or promised. | <input type="text"/> |
| 19 | Leaders consider how workforce decisions may be interpreted before implementation, especially when precedent, consistency, or trust could be affected. | <input type="text"/> |
| 20 | Labor-management relationships support candid discussion of difficult operating issues without avoiding necessary decisions. | <input type="text"/> |

SECTION SCORE

YOUR WORKFORCE CAPABILITY SCORE

The score starts the discussion. It does not end it.

TOTAL SCORE

/ 100

85-100

STRONG CAPABILITY POSITION

Alignment appears relatively strong. Test whether future growth, technology, demographics, or labor-market conditions could change the picture faster than workforce systems can respond.

70-84

CAPABLE, BUT EXPOSED

Foundations exist, but selected vulnerabilities could become material under pressure. Start with the lowest-scoring category and identify the actual constraint.

50-69

CAPABILITY GAP EMERGING

The organization may expect its workforce systems to deliver more than they are designed to support. Test commitments against development lead times and critical-skill availability.

BELOW 50

MATERIAL EXECUTION EXPOSURE

Workforce capability may materially constrain strategy. Identify which dependency is most likely to disrupt execution first.

DIAGNOSE THE TYPE OF CONSTRAINT

CAPACITY

Not enough people

CAPABILITY

Insufficient skill or proficiency

LEADERSHIP

Weak translation into execution

SYSTEM DESIGN

Processes create friction or delay

THE CAPABILITY GAP TEST

See the constraint before execution begins.

Apply this four-part test to any major initiative, investment, expansion, or operating change.

01

STRATEGIC DEMAND

What must the organization be capable of doing?



02

CURRENT CAPABILITY

What can the workforce reliably deliver today?



03

BUILD TIME

How long will the missing capability take to develop?



04

EXECUTION EXPOSURE

What happens if capability arrives too late?

THE HIGHEST-RISK GAP

Demand rising + capability limited + build time long + consequences significant

IDENTIFY YOUR THREE GREATEST EXPOSURES

Use evidence. Name the constraint, consequence, and next decision.

First complete the Capability Gap Test mentally or with your team. Then record the three workforce constraints most likely to affect execution.

1

WORKFORCE CONSTRAINT

WHY IT MATTERS

EVIDENCE / SIGNALS

2

WORKFORCE CONSTRAINT

WHY IT MATTERS

EVIDENCE / SIGNALS

3

WORKFORCE CONSTRAINT

WHY IT MATTERS

EVIDENCE / SIGNALS

DECISION PROMPT

What must we decide now because capability cannot be created on demand later?

FROM SCORE TO LEADERSHIP DISCUSSION

Five questions to ask before approving the next major initiative

1

What workforce capability does this strategy require?

2

How much of that capability exists today?

3

How long will the missing capability take to build?

4

What assumptions are we making about hiring, training, overtime, contractors, productivity, or front-line leadership?

THE WORKFORCE CURRENT PRINCIPLE

Capital can move faster than capability.

Organizations create workforce constraints when strategic commitments are made faster than human capability can be developed.

WHAT'S NEXT

Use your lowest-scoring category and highest-risk Capability Gap as the starting point for discussion. The purpose is not a perfect score. It is to identify constraints while there is still time to address them.

ABOUT THE WORKFORCE CURRENT

The Workforce Current examines labor relations, workforce strategy, skilled trades, and the leadership systems required to turn organizational ambition into execution.

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