Workforce Focus – Understanding Capability and Capacity

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What Are Your Challenges?

- In understanding and assessing your own organization’s capability and capacity?
- In evaluating applications in these areas?
The term “workforce capability” refers to your organization’s ability to accomplish its work processes through the knowledge, skills, abilities, and competencies of its people.

Capability may include the ability to build and sustain relationships with your customers to innovate and transition to new technologies to develop new products and work processes; and to meet changing business, market, and regulatory demands.
What Key Factors Would Make Capability Significant?
Where Do Capability and Capacity Start?

- Understanding your customer requirements and expectations
- Understanding your markets and their patterns
- Identifying your current core competencies and those needed in the future
- Being able to make valid projections of your key process measures against competitors
- Identifying blind spots as part of your strategic planning process
Examples of Organizational Capabilities

- Attracting, developing and retaining management talent
- Being able to change rapidly and comfortably
- Clear vision and shared mindset
- Aligning performance measures and rewards to strategic priorities
- Being the customer service leader
- Effective team processes across boundaries, and
- Flexible and adaptable culture

Ulrich & Eichinger 1997
Top Ten Ways to Build Organizational Capability

1. Create a leadership/coaching system that links all business functions
2. Right action = reward the right people, things, ways, time and reasons
3. Create the feeling in the organization that people can fail to succeed
4. Create the necessary infrastructure to connect people with metrics
5. Become a development organization and teach at every level continuously
Top Ten Ways to Build Organizational Capability (concluded)

6. Enable people with development opportunities to higher levels of function
7. Understand appreciative coaching and how to build a culture around it
8. Make it fun to work in the organization
9. Make perfectly clear what should be perfectly clear
10. Get out of people’s way

How Does Organizational Capability Impact…

- Strategic Planning
- Succession Planning
- Knowledge Management
- Workforce and Leadership Development
- Operational Potential
- Sustainability of the Organization
The Baldrige Definition -- Capacity

- The term “workforce capacity” refers to your organization’s ability to ensure sufficient staffing levels to accomplish its work processes and successfully deliver your products to your customers, including the ability to meet seasonal or varying demand levels.
What Key Factors Would Make Capacity Significant?

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Why the Increased Importance?

- Sufficient staffing to accomplish the work, but no excess
- Economic and emotional toll from workforce downsizing
- Stress on workforce if not sufficiently staffed to meet increased customer demand
A Model

Source: AtlantiCare application summary
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