

## **6 B's: build, buy, borrow, bounce, balance, bind and OD**

### **Buy**

Definition: Hiring in new talent from outside of your organization

Requirements:

- The ability to identify, attract and secure the best talent within the external market
- A strong internal talent development system

Challenges:

- Difficulty in finding individuals in the external market who have the specialized skills needed for many manufacturing roles

Risks:

- 40% of talent that is imported from the external market fail within 18 months, affecting morale and career progression abilities (HCI)

Guidelines:

- Turn to the external market if the candidates' skills would be 25 to 35% better those of your current employees or if you need an infusion of talent (HCI)

### **Build**

Definition: Developing talent within the organization

Requirements:

- A strong internal talent development system to increase skills and capabilities of your employees

Challenges:

- Securing the investment needed for training and development resources

Risks:

- Long lead time until the employee is fully proficient and productive

Guidelines:

- Utilizing a 70/20/10 model when approaching development measures (discussed further in Chapter 5)

### **Borrow**

Definition: Obtaining outside talent through consulting, outsourcing or contingent labor to access skills and ideas needed

Requirements:

- A trusted network of partners
- An assessment of which skills should be borrowed instead of housed internally

Challenges:

- Effectively managing projects with managed talent

Source: HCI and David Ulrich.

URL: <http://www.hci.org/lib/action-planning-6bs-and-od-close-gaps>

- Being able to transfer knowledge internally to have a return on your investment

Risks:

- Reduction in quality
- Becoming too dependence on partners

Guidelines:

- Make this decision strategically rather than reactively

## **Bind**

Definition: Retaining your critical employees

Requirements:

- Knowledge of what roles are critical in the organization,
- Identification of who are high performers in those roles and/or those that have high-potential for those positions

Challenges:

- Being able to accurately assess and identify the talent within your business
- Understanding how to effectively engage these employees and being able to act upon those needs

Risks:

- Good employees will leave if you do not effectively challenge or recognize them

Guidelines:

- Be proactive and focused on engagement, especially with your talent
- Do not wait until these employees are already dissatisfied

## **Bounce**

Definition: Removing your bottom performers, eliminating unproductive roles, or re-skilling employees with “old” skill sets

Requirements:

- Clear and understood performance expectations
- Having a flexible exit strategy if possible
- Providing opportunities which will effectively re-skill those employees you want to retain

Challenges:

- Keeping engagement and morale up with those employees that remain

Risks:

- Unintended departures
- Diminished skill sets

Guidelines:

- Carefully and respectfully manage the reductions in force process and communication
- Reallocate resources effectively

*Source: HCI and David Ulrich.*

*URL: <http://www.hci.org/lib/action-planning-6bs-and-od-close-gaps>*

## **Organizational Design (OD)**

Definition: Designing systems and structures that will reduce barriers to allow for improved performance

Requirements:

- Develop profiles for needed roles and responsibilities
- Map out the most effective reporting relationships
- Identify targeted behaviors and how structure, workflows and incentives support these behaviors

Challenges:

- Identifying barriers to performance and removing those hurdles

Risks:

- Reorganization alone will not solve deep issues, cultural issues should also be addressed

Guidelines:

- Explore structures and changes that would not be major reorganizations
- Ensure that the appropriate behaviors are being encouraged through your incentive and recognition programs

## **Balance**

Definition: Developing an appropriate combination and balance of all other approaches

Requirements:

- Input from the workforce planning process and the other Bs and OD
- Several strategic scenarios to model the future

Challenges:

- Difficulty in predicting future influences in order to adjust scenarios

Risks:

- Unpredicted circumstances affecting your success

Guidelines:

- Develop different case scenarios which each contain varying internal and external factors

*Source: HCI and David Ulrich.*

*URL: <http://www.hci.org/lib/action-planning-6bs-and-od-close-gaps>*