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