

Introducing Colin Beames

- Global thought leader in Strategic Workforce Planning
- International Presenter
- Published Author
- Consultant

Adopting a best practice approach to Strategic Workforce Planning in the era of digital disruption and other workplace trends.



Colin Beames is a business focused organisational psychologist (and formerly a civil engineer), author and thought leader in human capital and Strategic Workforce Planning (SWP), with a deep and expansive knowledge of these subjects.

Prior to his mid-life career change from civil engineer to organisational

psychologist, Colin held senior management roles in the concrete, quarrying and mining industries. His 4th year Bachelor of Arts honours psychology thesis was on the topic of mid-life career change and his subsequent Master of Business Administration (MBA) thesis was on developing an engagement and retention diagnostic survey tool (the Workplace Relationship Development Indicator – WRDI) based on the concept of the psychological contract.

He is now the Managing Director of Advanced Workforce Strategies, a firm that provides consultancy services in the areas of SWP, workforce segmentation and configuration, measurement and reporting of human capital, workforce engagement and retention surveys (including key talent risk assessment), and organizational development/business reviews.

To that end, he has adapted and integrated various models based on recent research in the area of SWP, including the development and application of associated tools. These include the AWS Skills-Based Workforce Segmentation Model for identifying Critical roles, “make” roles, “buy” roles, and a model for profiling Employment Value Propositions (EVPs) based on the psychological contract.

Colin has presented SWP workshops internationally (including the UK, South Africa, South East Asia, New Zealand) as well as throughout Australia. He has consulted to organisations both in the public and private sectors and he has previously written and published two books. Information about his latest book entitled “Digital Workforce Transformation: Adopting a Contemporary Approach to Strategic Workforce Planning” is included on the back page of this brochure.

B.Eng. BA(Hons), MBA

Managing Director Advanced Workforce Strategies

The Compelling Business Case

Human capital is typically an organisation's highest cost, accounting for between 30-80% of the total cost of the business (depending upon the industry sector), with a significant body of research confirming that it is the single most important driver of business outcomes.

The Puzzling Conundrum

Despite the above overwhelming evidence of the importance of the people/human capital factor, according to surveys of CEOs, it is one of the least effectively managed corporate functions.

The Common Misconception

Most organisations are delusional about their workforce strategy claims.

As such, they are unlikely to be:

- Making intelligent investments in their people;
- maximising the ROI on their people; and
- effectively managing their most vital intangible asset.

The Root Cause of the Problem

Many organisations are "locked" into models and mindsets that are now either obsolete or of limited utility. Today's workforce management complexity cannot be solved by recourse to yesterday's models!

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Mike Haffenden, Director, Corporate Research Forum

“a global expert in this field”

Andrew Mayo, Professor of Human Capital

“very valuable workforce insights”

“resulted in some significant labour cost savings for the organisation”

Iqbal Hassan - Head, HR Strategy & Analytics, Celcom Axiata Berhad

“wealth of knowledge regarding Strategic Workforce Planning”

Lourens van Schalkwyk, Head: SIOPSA Academy

“By using Colin's methodology ... we were able to increase retention... from 85% to 99% in one year.”

“Colin has taken Strategic Workforce Planning to a heightened level of thought leadership and sophistication”

Richard Cleverly, Global Head of Talent and Development at Thomson Reuters

Workshops, Conferences, Speaking & Consulting

Colin speaks and consults to organisations about Strategic Workforce Planning all over the world where he is renowned and in demand. To discuss an event or secure his services, see Colin's contact details on the back page of this brochure.

United Kingdom

Corporate Research Forum, London, SWP Workshop, 2015

HR Society, London, SWP Workshop, 2015

Thomson Reuters, London, SWP Workshop, 2015

South Africa

SIOP and SABPP, Johannesburg, SWP Workshop, 2016

South East Asia

Keynote speaker on "Adopting a Strategic Approach to Recruiting Talent" Human Resources, Recruitment Asia 2016 Conference, Singapore, 2016

2 day workshop on "Strategic Workforce Planning and Risk Management" HR Academy, Kuala Lumpur, 2016

Celcom, Kuala Lumpur, SWP Consultancy, 2014

Telekom Malaysia, Kuala Lumpur, SWP Consultancy, 2017

Australia & New Zealand

SWP Workshops and consultancies to IAG, GES (Telstra), Cabrini Health, various Local Government Agencies in Victoria

Presentations to the Committee for Economic Development Australia (CEDA) and the Australian Institute of Company Directors (AICD)

SWP presentations and workshops to various HR Conferences

Organisational development and diagnostic survey consultancies with "blue chip" firms through to SMEs, including the public and private sectors and NFPs across a variety of industries

Human Resources Institute of New Zealand, SWP Workshop, 2017

Methanex, global and New Plymouth (New Zealand), SWP Consultancy, 2017

Papua New Guinea

Organisational Development consultancies with major firms (e.g., PNG Banking Corporation, MVIT) in the public and private sectors

Bank of South Pacific, Talent Identification and Development Program, 2017

The rich content presented in this workshop was significantly more advanced than typically what currently has existed on this subject – it is truly cutting edge.

Mike Haffenden, Director, Corporate Research Forum

Corporate Research Forum, London, SWP Workshop, 2015

Colin Beames is a global thought leader in Strategic Workforce Planning. The 1 day workshop that he designed and facilitated on this topic was over subscribed and attracted a record attendance for our workshop events with over 170 participants registered. These participants included HR Directors, Executives, Managers and Professionals from major UK national and global firms.

The rich content presented in this workshop was significantly more advanced than typically what currently has existed on this subject – it is truly “cutting edge”. Colin has cleverly combined a number of research based human capital models into an integrated and holistic package that addresses the challenges of contemporary workforce strategy management and planning.

He has given the term “strategy” a deeper meaning by adding substance to the rhetoric of Strategic Workforce Planning including aligning workforce and business strategies. Colin also has exposed the limitations of some traditional approaches and models in strategic workforce planning with the introduction of his AWS Skills-Based Workforce Segmentation Model and emphasis on understanding the deeper characteristics of roles.

He was able to fully engage and stimulate his audience over the day by his presentation style and use of case studies and activities that illustrated the application of his strategic workforce planning approach, all of which consolidated the learnings. This resulted in one of our most successful events.

I would unreservedly recommend Colin Beames and the AWS Strategic Workforce Planning approach to any HR senior professional seeking to become more strategic, more business focused, exert greater impact on their organisation, and manage their workforce more effectively.

Mike Haffenden, Director, Corporate Research Forum

Thomson Reuters, London, SWP Workshop, 2015

Colin Beames ran a workshop on Strategic Workforce Planning for approximately 15 of our very senior HR professionals during his UK visit in 2015. This workshop was well received and stimulated lively interest and discussion amongst our group. In particular the AWS Skills-Based Workforce Segmentation Model that Colin has developed offers some new insights and understandings on roles including the identification of Critical Roles. Combined with a number of other human capital models and their application, Colin has taken Strategic Workforce Planning to a heightened level of thought leadership and sophistication.

By using Colin’s methodology to sharpen our focus on Critical Roles and combining it with retention risk analytics, we were able to increase retention of this key population (VP and above) from 85% to 99% in one year. Using even the most conservative estimate of 100k per person cost of loss that equated to GBP1.5m of savings in one year. A more realistic estimate to include the cost of replacement, loss of productivity, loss of knowledge would put the saving closer to GBP10m.

Richard Cleverly, Global Head of Talent and Development at Thomson Reuters

We were able to gain some very valuable workforce insights including developing strategies and interventions towards addressing some labour management issues... This resulted in some significant labour cost savings for the organisation

Iqbal Hassan - Head, HR Strategy & Analytics, Celcom Axiata Berhad

HR Society, London, SWP Workshop, 2015

Colin Beames has developed some unique models for holistic approaches to Strategic Workforce Planning. These include the identification of those roles in an organisation that are strategically critical. He has developed presentation, analytical and interactive materials that form a sound and professional platform for engaging workshops and internal consultancy. Together with his excellent books, he has established himself as a global expert in this field.

Andrew Mayo, Professor of Human Capital Management at Middlesex University

SIOP and SABPP, Johannesburg, SWP Workshop, 2016

In a recent workshop offered in Johannesburg, South Africa, Colin Beames shared a wealth of knowledge regarding Strategic Workforce Planning to a local audience of senior professionals from various industries. Colin was able to impart his knowledge and experience in a palatable manner and in doing so affected the participants ranging from creating an appetite for SWP, to deepening the levels of understanding of more seasoned professionals.

Besides the very valuable knowledge sharing that took place, this event also created the opportunity for SIOPSA (Society for Industrial and Organisational Psychology in South Africa) together with SABPP (South African Board for People Practices) to collaborate in hosting an event and in doing so opening the door to future similar collaborating.

Lourens van Schalkwyk, Head: SIOPSA Academy

Celcom, Kuala Lumpur, SWP Consultancy, 2014

I worked closely with Colin Beames when he was recently engaged by Celcom in Kuala Lumpur to advise the organisation on issues of Strategic Workforce Planning, workforce segmentation and reconfiguration. Colin interviewed all of the senior executives and ran workshops for both the Managers and HR professionals as part of an education and training program for those groups.

After having searched the market to determine what other consultants offer, I found Advanced Workforce Strategies' models and thought leadership to be truly "cutting edge". Using the AWS Skills-Based Workforce Segmentation Model, we were able to gain some very valuable workforce insights including developing strategies and interventions towards addressing some labour management issues. This resulted in some significant labour cost savings for the organisation, as well as paving the way for out-of-the-box workforce solutions.

Iqbal Hassan - Head, HR Strategy & Analytics, Celcom Axiata Berhad

Large Insurance Firm, Australia & South East Asia, SWP and Digital Disruption Consultancy, 2017

In our company undergoing digital workforce transformation, we spoke to many consultants concerning their service offering in Strategic Workforce Planning. There was one company that was a stand out – Advanced Workforce Strategies (AWS). In particular their AWS Skills-Based Workforce Segmentation Model and Skills Segmentation Questionnaire (SSQ) has allowed us to analyse and view roles from a new perspective, and better understand our legacy workforce.

Matthew Coleman, Organisation Architect, Enterprise People & Culture, People Performance & Reputation

Digital Workforce Transformation:

1st part of a two book series

The second book in this series is titled *Adopting a Contemporary Approach to Strategic Workforce Planning*



About this Book

Up until recently, Strategic Workforce Planning (SWP) has been a latent need for most organisations. The importance of strategically managing an organisation's most vital intangible asset – its people - including the biggest item in the cost budget (i.e., labour), and the largest driver of business outcomes, has not been entirely recognized or appreciated by Boards, Executives and HR professionals alike.

Now all of this is changing or about to change, with the key driver of this change emerging from the advent of the 4th Industrial Revolution (4IR), including developments in technology and digital disruption, all of which are affecting business models, work practices and employees' life styles.

Changes to the business model means changes to the shape of the workforce. It is mission-critical to anticipate how changing strategies and business models will alter an organisation's workforce requirements. Hence the imperative is to adopt a more strategic approach to workforce management:

- Starting with an understanding of the legacy (existing) workforce;
- Then identifying the new processes, organizational structures, skills and capability requirements; and
- Ultimately transitioning to the new workforce configuration.

Apart from technological developments and digital disruption, other drivers of the need for SWP include:

- Borderless working and the rising demand for flexible work arrangements;
- The changing nature of the worker, becoming more age diverse, more ethnic diverse, more mobile and more autonomous.

Thus the application of SWP to digital disruption and workforce transformation is a key emerging issue. However many organisations are or will be entering uncharted waters, grappling to understand and address the challenges of workforce reconfiguration against the background of these emerging changes.

Previously the back office functions of HR and IT are now “front and centre” in the new economy. Being in the “eye of the storm”, a close collaboration between these two functions is vital to successful transformation. More specifically, HR has a key role to play – both as a passenger and a driver – in building a digital culture, workplace and workforce.

To that end, this two part book series provides a roadmap for that journey designed to assist executives and HR professionals accordingly. It builds on a proven framework and provides a solid foundation to approach this contemporary challenge.

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