

FIGURE 3-1

Creating a differentiated workforce

Determine strategic choice	Identify strategic capabilities	Identify strategic positions	Assess players in positions	Plan actions for all players in strategic positions
<ul style="list-style-type: none"> Operational excellence Product leadership Customer intimacy 	<ul style="list-style-type: none"> List possible strategic capabilities Review strategic capability criteria Assess each for present and future wealth-creation impact Determine 3–5 strategic capabilities 	<ul style="list-style-type: none"> List positions within each strategic capability Assess each position on present and future wealth-creation potential Identify strategic positions’ performance variability Finalize strategic positions Review other positions (not in strategic capability for wealth-creation potential) 	<ul style="list-style-type: none"> Develop “A,” “B,” “C” criteria Apply “A,” “B,” “C” criteria to all positions List all positions by “A,” “B,” “C” designation Assess all employees in positions Determine percentage of “A,” “B,” and “C” players in all positions 	<ul style="list-style-type: none"> Remove “C” positions Remove “C” players from “A” positions Put “A” players in “A” positions Develop “B” players in “A” positions into “As”
<p>Exec ✓ team</p>	✓	✓		
<p>Line managers</p>		✓	✓	✓
<p>HR function</p>		✓	✓	✓