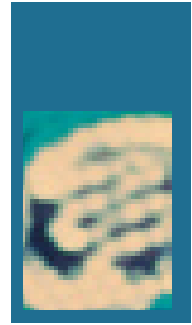


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# From the Editors

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By Karen V. Beaman and Dr. John Sullivan

As our guest editor of this issue, Dr. John Sullivan, tells us in our lead feature article, "The Simplest and Easiest to Use Workforce Planning Model," that there is no single approach to workforce planning. Our focus in this issue is to provide several alternate approaches to workforce planning and offer some guidelines in developing plans that will fit your business. Dr. Sullivan outlines a "simple" plan, designed specifically for managers and firms with limited time and resources. Each of the elements in this model are quick and cheap but they are also effective. The lesson to be learned here is that even though planning is a good idea, clever managers also develop just-in-time systems as a backup. Just-in-time systems allow you to react to today's problems almost as effectively as if you had forecasted the problem months in advance.

Dr. Sullivan's second feature article, "Critical Success Factors and Effectiveness Measures for Workforce Planning," highlights 29 success factors followed by an outline of measures or metrics that we can use to assess and improve the effectiveness of the workforce planning process.

"Strategic Workforce Planning in an IT Function," by Thomas Bechet, describes a workforce planning project that was implemented within an IT function of a large pharmaceutical company. Further, the issues that the company faced are identified and the author describes the planning approach taken. Both short-term and long-term results of the project are highlighted, along with specific plans and actions.

Master Burnett, in his article, "Intellectual Capital—The Focus of Modern Workforce Planning," says that long gone are the days when physical location and time zones limit an organization's options with regard to how work gets done. Success in

the near future will depend upon a company's ability to abandon everything it holds true about how business is conducted, and embrace a global knowledge worker marketplace devoid of distinctions between full time, part time, consultant, contractor, vendor, etc. The new buzzwords that drive corporations need to be responsiveness, agility and value, not efficiency.

In our last feature, "Human Capital Formation, Utilization and the Development of Nigeria: A System Analysis," by Dr. P. Kassey Garba discusses the fact that in leading industrial economies, trends seem to support the idea that education promotes growth. However, a number of other cross-sectional studies argue the opposite.

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Nigeria is confronted by most of the problems that could limit the capacity of expansion in education to stimulate growth and development.

We round out this issue with our departments, which lead off with "Visions of the Future" by Bob Stambaugh. His vision of the future workforce has developed out of keen observation of his nephew, Zack, now a freshman in college. Stambaugh identifies 10 key traits of this future workforce and recommends some approaches to managing them. In "Outside the Box," Dr. Sullivan tells us that while he believes in sophisticated HR metrics and analytics,

he also understands the need for "quick and dirty" assessments, and provides some guidelines to getting it done. In "Creating and Leading Virtual Teams," Stephen Troutman and Gerry Falkowski present 10 rudimentary project management techniques that can be utilized in the "Team Capital" model. In our International Perspectives column, Marc Dalmulder and Joost Thissen describe how culture makes an enormous difference when it comes to e-learning (the electronic delivery of education) in the Asia Pacific region.

We hope you enjoy reading this issue and we look forward to hearing your comments and suggestions for new content.

## Guest Editor

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