

3-Scenario Workforce Planning Worksheet

Map your workforce future across base, optimistic, and stress cases.

WHY THREE SCENARIOS

A single forecast is a single bet. Scenario planning builds three plausible futures and tests your workforce decisions against each. Use this worksheet annually, or whenever a major business decision – merger, expansion, restructure – is on the table.

STEP 1 – SET YOUR PLANNING CONTEXT

Planning horizon: e.g. 3 years (2025 – 2028)

Business strategy anchor: e.g. 20% revenue growth, new market entry, cost reduction

Key uncertainty driving scenarios: e.g. pace of automation, regulatory shift, M&A activity

STEP 2 – BUILD THE THREE SCENARIOS

	BASE Most likely outcome given current trajectory	OPTIMISTIC Conditions break in your favour	STRESS Conditions deteriorate faster than expected
Demand assumption (headcount needed)			
Key demand driver			
Supply assumption (available talent)			
Key supply risk			
Projected gap (+ surplus / – deficit)			
Primary mitigation lever			
Investment required			
Trigger condition (what flips this scenario)			

Step 3 – Test your decisions against each scenario:

For each major workforce decision (new hire, reorg, upskilling programme), ask: does this still make sense in the stress case? If yes, proceed. If not, what conditions must be met first?

Decisions that only work in the optimistic scenario are bets, not plans.