



JWI 520: People Management

Academic Submissions and Evaluations

Assignment 1: Your Organization's Workforce Strategy

Due Week 2, Sunday, midnight of your time zone (Weight: 18%)

Introduction

The consultancy firm, McKinsey & Company, developed the 7S model as a tool for their business clients, and it has become a staple of organizational assessment. The model is a simple tool that can be used to understand and evaluate the performance of an organization in 7 critical areas:

1. Strategy
2. Structure
3. Systems
4. Style
5. Staff
6. Skills
7. Shared Values

In this assignment, you will examine 5 of these areas at your organization: Strategy, Style, Staff, Skills, and Shared Values. All these performance areas directly affect your workforce strategy. Workforce planning is critical to distribute talent across an organization and to identify needed competencies and personnel, both for the short term and for the long term. It is also a valuable tool for leaders seeking ways to address challenges due to changes in the workplace environment and employee expectations.

Instructions

Using your current workplace, or an organization with which you are familiar, write a short report of 3 to 5 pages. Use this format for your report: a short introduction, explaining the purpose of the report; a section for each assessment area, using the prompts below; and a conclusion that briefly summarizes your findings. Each section in the body of the report addresses one of the 5 areas, as indicated below.

Use the prompts provided below as a guide for the body of your report:

Strategy – this must align with your organization's mission, vision and goals

- Briefly describe the business strategy of your organization
- How well is your workforce strategy aligned with your organization's business strategy?
- How has your workforce strategy changed with the increase in remote and hybrid work?

Style – this relates to the type of leadership that is customary at your organization

- What is the prevailing leadership style of your organization (e.g., participative, autocratic, collaborative)?
- Is it the appropriate style for the challenges of today's workplace? Why or why not?

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Staff – the staffing numbers are driven by the budget but must support organizational goals

- Does your organization have the numbers and type of employees needed to execute its current strategy?
- If not, is there a plan in place to address the shortfall?

Skills – these are the competencies needed to execute the work and fulfill the strategy

- Does the leadership understand the competency requirements across your organization?
- Are the required competencies represented by your organization's current staff?

Shared Values – these are the norms of behavior and self-management valued at your organization

- Do the people in your workforce understand the norms of behavior your organization endorses and expects?
- How are the shared values in your workforce being impacted by the shift to more employees working remotely or with a hybrid schedule?

Formatting Requirements

- The assignment is typed and double-spaced, with a professional font (size 10 – 12)
- The assignment is submitted in MS Word document format
- Includes a Cover Page with the assignment title, your name, the professor's name, course title, and date
- Includes an Introduction and a Conclusion
- Covers each of the five areas concisely and briefly – the total report is 3 to 5 pages
- The report is written in a formal manner, with correct spelling and grammar
- References must be included and provide appropriate information that enables the reader to locate the original source. Application and analysis of course materials and resources are expected, and additional research is welcome
- The Cover Page and References are not included in the required page length

NOTE: See the *JWMI Writing Standards Guide* for professional writing requirements for your assignments.



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RUBRIC – Assignment 1: Assess Your Organization’s Workforce Strategy

CRITERIA	Unsatisfactory	Low Pass	Pass	High Pass	Honors
1. Describe and assess the strategy of your organization. Weight: 18%	Does not describe and assess the strategy of the organization.	Partially describes and assesses the strategy of the organization.	Satisfactorily describes and assesses the strategy of the organization.	Gives a clear and full description and assessment of the strategy of the organization.	Gives an excellent, lucid description and assessment of the strategy of the organization.
2. Describe and assess the style of your organization. Weight: 18%	Does not describe and assess the style of the organization.	Partially describes and assesses the style of the organization.	Satisfactorily describes and assesses the style of the organization.	Gives a clear and full description and assessment of the style of the organization.	Gives an excellent, lucid description and assessment of the style of the organization.
3. Describe and assess the staff of your organization. Weight: 18%	Does not describe and assess the staff of the organization.	Partially describes and assesses the staff of the organization.	Satisfactorily describes and assesses the staff of the organization.	Gives a clear and full description and assessment of the staff of the organization.	Gives an excellent, lucid description and assessment of the staff of the organization.
4. Describe and assess the skills of your organization. Weight: 18%	Does not describe and assess the skills of the organization.	Partially describes and assesses the skills of the organization.	Satisfactorily describes and assesses the skills of the organization.	Gives a clear and full description and assessment of the skills of the organization.	Gives an excellent, lucid description and assessment of the skills of the organization.
5. Describe and assess the shared values of your organization. Weight: 18%	Does not describe and assess the shared values of the organization.	Partially describes and assesses the shared values of the organization.	Satisfactorily describes and assesses the shared values of the organization.	Gives a clear and full description and assessment of the shared values of the organization.	Gives an excellent, lucid description and assessment of the shared values of the organization.
6. Clarity, Logic, Writing Mechanics, Grammar, and Formatting. Weight: 10%	Multiple mechanical errors; much of the text is difficult to understand or the text does not flow; student fails to follow formatting instructions.	Mechanical errors make the text difficult to understand; text does not flow; student includes unsupported assessments.	Some mechanical errors; text flow is satisfactory; assessments are generally justified and explained.	Few mechanical errors; text flows well; paper clearly expresses the student's assessment in a manner that logically develops the topics.	Minimal minor mechanical errors; text flows very well; paper expresses the student's assessment in an exemplary manner and logically develops the topics.

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