



Lean but Agile: Rethink Workforce Planning and Gain a True Competitive Edge

William J. ROTHWELL, Jim GRABER, Neil MCCORMICK

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As organizations strive to maximize efficiency to meet stringent budgets, a general “do more with less” mandate is no longer sufficient. Managers and executives must evaluate every process and every role, and do away with assumptions about how work gets done and who does it. Lean but Agile presents a system for analyzing work and selecting the ideal combination of cost-effective resources—employees, consultants, contractors, temporary workers, vendors—to accomplish it. The book advocates changes in hiring, goal-setting, learning and development, and performance management, and discusses the introduction, implementation, and management of lean work and agile staffing methods. It also explores the fundamental role technology can play in the transformation. Packed with practical advice, examples, guides, worksheets, diagrams, and metrics, Lean but Agile will help leaders, managers, and human resource professionals optimize their workforces while still achieving superior results.

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