

Building the Future of Workforce Planning

THE 5S DECISION FRAMEWORK

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AI changed the economics of workforce planning.

Speed, scale, and uncertainty have redefined how we plan for the future.

BEFORE AI



Manual & slow



Annual planning



Limited scenarios



Lagging insights



Reactive decisions



WITH AI



Intelligent & rapid



Continuous planning



Rich scenario modeling



Real-time insights



Proactive decisions



AI enables faster insights, better decisions, and greater impact.

Why Most Organizations Still Fail

It's not a technology problem.
It's a thinking problem.



**No clear framework
for decisions**



**Data is abundant,
insight is not**



**Plans are static,
change is continuous**



You need a repeatable way to turn signals into strategy.

The 5S Decision Framework

A simple, repeatable process for making smarter workforce decisions in the age of AI.



From signals to sustained results—one connected framework.

1. SIGNAL

**Detect change early.
Gain the advantage.**

Continuously scan internal and external signals to uncover emerging workforce risks and opportunities.



CEO QUESTION

**What is
changing?**

A 360° VIEW OF CHANGE



AI PROMPT EXAMPLE



“Analyze internal and external workforce signals to identify the five biggest workforce risks over the next 12 months.”



BUSINESS OUTCOME



Move from reacting to anticipating.

Catch inflection points early and act with confidence before the market forces your hand.

2. SEGMENT

Not every role deserves the same planning effort.

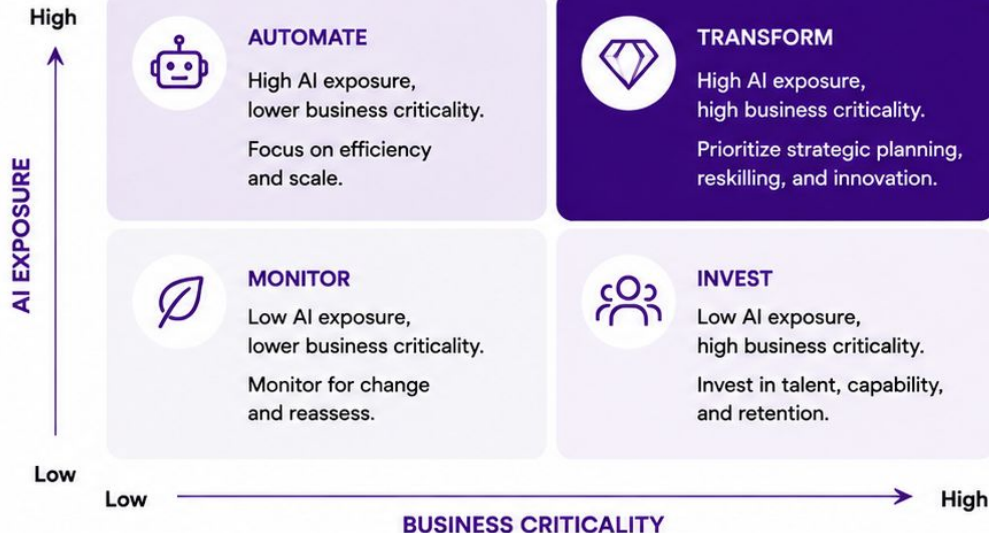
Segment the workforce by business criticality and AI exposure to focus resources where impact is highest.



CEO QUESTION

Where does it matter most?

PRIORITIZATION MATRIX



AI PROMPT EXAMPLE



“Score each role in our organization on business criticality (1–5) and AI exposure (1–5) based on tasks, skills, regulatory impact, and value contribution. Place roles in the 4-quadrant matrix and recommend focus areas.”



BUSINESS OUTCOME



Resources flow to the roles that matter most.

Better prioritization leads to sharper decisions, stronger capability building, and measurable impact.

THE 5S FRAMEWORK

3. SIMULATE

Model the futures.

Choose with confidence.

Simulate multiple futures to understand potential outcomes, trade-offs, and risks before you commit.



CEO QUESTION

What futures should we prepare for?

THREE ADOPTION FUTURES



INCREMENTAL

Gradual adoption,
limited automation



MODERATE

Thoughtful adoption,
targeted automation



TRANSFORMATIONAL

Rapid adoption,
broad automation

	INCREMENTAL	MODERATE	TRANSFORMATIONAL
 TOTAL COST (3 YEARS)	High	Medium	Low
 HEADCOUNT IMPACT	+5%	-8%	-20%
 CAPABILITY OUTCOME	Low	High	Very High
 RISK LEVEL	High	Medium	Medium-High
 IT READINESS	Low	Medium	High



AI PROMPT EXAMPLE



“Model three workforce scenarios over the next 3 years based on different AI adoption rates. For each scenario, estimate total cost, headcount impact, key capability outcomes, and risk level.”



BUSINESS OUTCOME



Make better bets on the future.

Scenario-based planning reduces risk, strengthens alignment, and ensures the organization is ready—no matter what comes next.

THE 5S FRAMEWORK

4. SHAPE

Turn insights into impact through action.

Design targeted interventions across the right levers to influence outcomes and close gaps.



CEO QUESTION

What actions should we take?



HIRE

Attract and hire the skills we need.



REDEPLOY

Move talent to where the value is highest.



UPSKILL

Build capabilities for today and tomorrow.



AUTOMATE

Eliminate or augment work to increase productivity.



OUTSOURCE

Leverage partners for specialized or scale efficiently.



REDESIGN WORK

Simplify processes and redesign for speed and agility.



AI PROMPT EXAMPLE



“Given our prioritized segments and future scenarios, recommend the top 3–5 actions across hire, redeploy, upskill, automate, outsource, and redesign work. For each, estimate impact, effort, cost, and timeline.”



BUSINESS OUTCOME



Insights become impact.

Targeted actions improve performance, close gaps, and move the organization forward—faster.

5. SUSTAIN

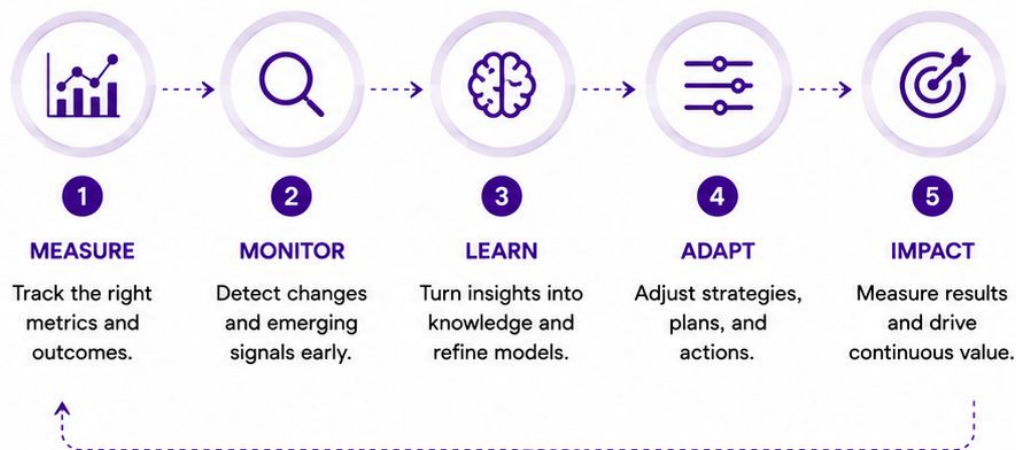
Build an adaptive workforce planning engine.

Continuously learn, measure, and evolve our people strategy as the world—and our business—change.



CEO QUESTION

How do we continuously learn and adapt?



AI PROMPT EXAMPLE



“Design a governance and feedback loop for our workforce planning process. Include key metrics to track, review cadence, and how insights will be used to refine our strategies and models over time.”



BUSINESS OUTCOME



Keep getting better. Stay ahead.

An adaptive workforce planning engine ensures we learn faster, adapt smarter, and create lasting competitive advantage.

FROM FRAMEWORK TO SYSTEM

An illustrative 5S agentic workflow using public Mondelēz data

 **~91K**
Employees

 **\$38.5B**
Revenue

 **150+**
Countries

 **REVENUE BY REGION**
39% Europe | **20%** North America
20% AMEA | **13%** Latin America

1 SIGNAL Detect change



3 signals flagged



Cocoa
cost inflation



Acceleration
in AI adoption



Labor market
tightness

2 SEGMENT Decompose work



1,000 roles analyzed

22% Capacity in
highly
automatable work

31% Capacity in
augmentable work

47% Capacity in
predominantly
human-led work

3 capability gaps identified

3 SIMULATE Model futures



Productivity futures
(illustrative assumptions)

5% productivity uplift → **~50**
FTE-equivalent
capacity

10% productivity uplift → **~100**
FTE-equivalent
capacity

15% productivity uplift → **~150**
FTE-equivalent
capacity

4 SHAPE Allocate capacity



Action portfolio for ~100
FTE-equivalent capacity
(illustrative from 10% scenario)

- 30**  Redeploy to
growth areas
- 25**  Upskill /
reskill
- 25**  Automate /
eliminate work
- 10**  Redesign work &
processes
- 10**  Avoided hiring /
other actions

5 SUSTAIN Monitor assumptions



Assumptions vs. actuals
(illustrative)

METRIC	PLAN	ACTUAL	STATUS
AI adoption	60%	72%	▲
Productivity uplift	10%	6%	▼
Upskilling progress	80%	63%	▼



REPLAN

Assumptions outside tolerance.
Scenario refresh triggered.

SIGNAL

SEGMENT

SIMULATE

SHAPE

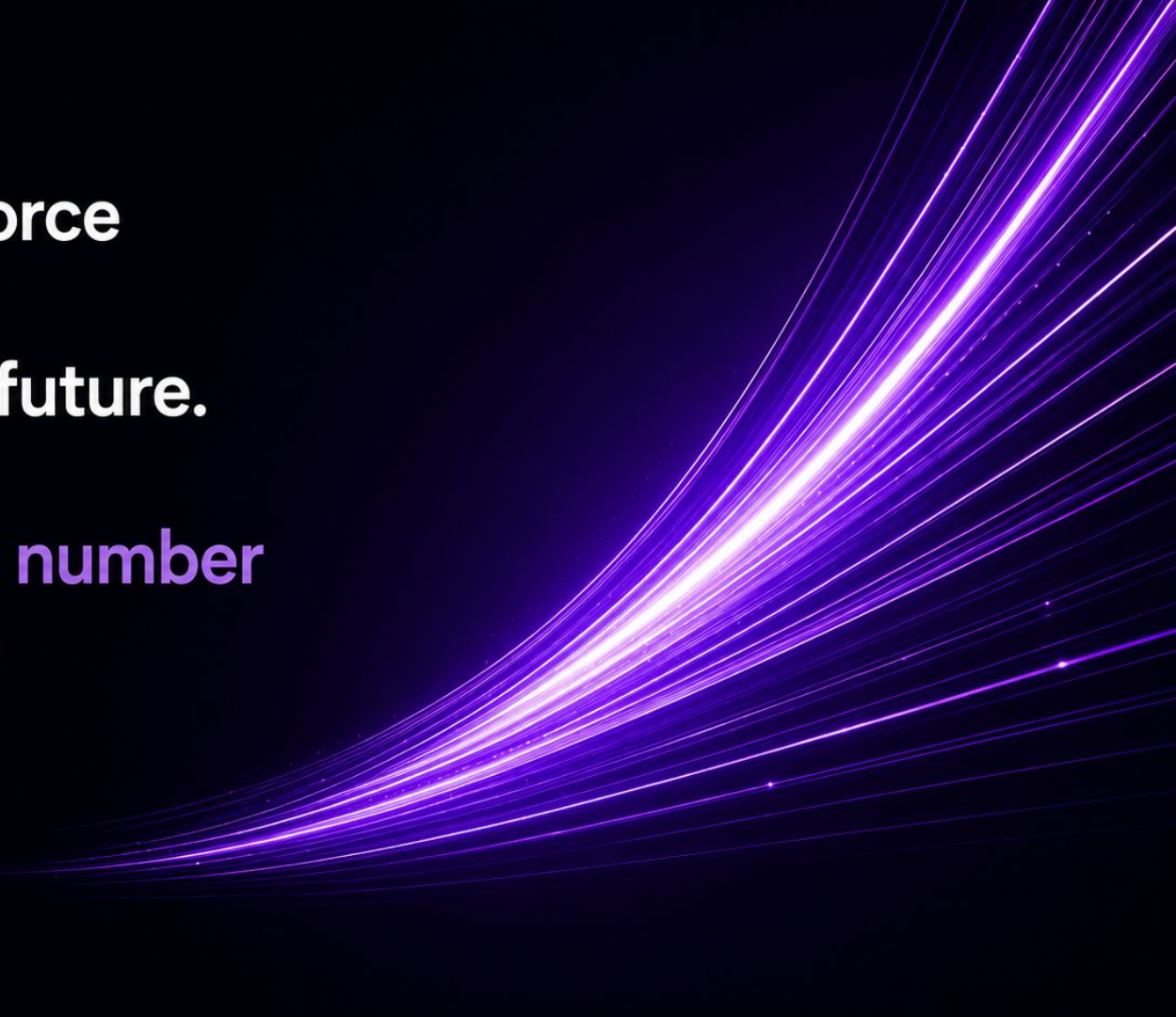
SUSTAIN



Company facts based on publicly available Mondelēz disclosures (FY2025).
Workforce scenarios and agent outputs are illustrative and do not represent company forecasts or plans.

**Strategic workforce
planning isn't
forecasting the future.**

**It's reducing the number
of futures you're
unprepared for.**

A series of bright, glowing purple lines that curve upwards from the bottom left towards the top right, creating a sense of dynamic movement and energy against the dark background.