



PALO SANTO CONSULTING

Cohort Brochure / Cohort 01, 2026

Strategic Workforce Planning.

Strategy. Demand. Supply. Execute.

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01 / ABOUT THIS PROGRAMME

Move from headcount budgeting to strategic workforce planning.

Most workforce plans are budgeting in disguise. Each function head submits a headcount ask. Finance compresses it. The resulting plan is stale by Q2. Reactive hiring fills gaps at premium cost. Critical roles sit open for months while non-critical positions are over-staffed.

Strategic workforce planning is different. It starts with business strategy, not last year's headcount. It produces a workforce plan with capability mix, scenarios, and risk — not just a headcount budget. It is owned jointly by HR and Finance, not handed off. It is reviewed quarterly, not annually.

This cohort builds the methodology end to end. Strategy-to-workforce translation. Driver-based demand forecasting. Scenario modeling with operational triggers. Critical role identification. Buy/build/borrow decisions. Talent pipelines. The operating cadence that keeps the plan alive across the year. The output is a Board-ready workforce plan and the methods to maintain it.

02 / WHAT YOU'LL LEARN

12 modules across 4 arcs.

Twelve modules across four arcs. Arcs 1 and 2 are delivered live; Arcs 3 and 4 are self-paced with weekly office hours.

Arc 1 — Strategy Alignment

Live · Day 1. Translate business strategy into workforce implications.

M1 Why Strategic Workforce Planning. SWP vs annual headcount planning. The five maturity stages. Where most Indian SMEs sit.

M2 Translating business strategy to workforce. Strategy → capability → role → headcount. Worked example for a 280-person scaleup.

M3 Workforce analytics foundations. 10 core SWP metrics. Data sources beyond HRIS. Cost-per-driver benchmarking.

Arc 2 — Demand Planning

Live · Day 2. Forecast workforce demand systematically.

M4 Driver-based forecasting. Methodology, business drivers by function, productivity ratios, cohort-based ramping.

M5 Critical roles and skills. 5-dimension criticality scoring. Skills inventory. Differentiated treatment for vital roles.

M6 Scenario modeling with triggers. 3-scenario framework. Operational triggers. Downside scenario execution.

Arc 3 — Supply Planning

Self-paced · Weeks 2–3. Identify and develop sources of supply.

M7 Internal supply — movement, build, succession. 4 sources of internal supply. Succession depth ladder. Internal mobility benchmarks.

M8 External supply — channels, markets, pipelines. 4 external channels. Talent market mapping. Pre-cultivation framework. India market patterns.

M9 Buy/Build/Borrow framework. 6-criterion decision rubric. TCO comparison. India contractor compliance considerations.

M10 Talent pipeline architecture. 3-layer pipeline (active interest / cultivated / pre-committed). Named candidate tracking.

Arc 4 — Execution

Self-paced · Weeks 3–4. Make the plan a living document.

M11 Workforce plan as a living document. Quarterly review cadence. Monthly leading indicators. CHRO-CFO partnership model.

M12 Capstone refinement and Board paper. Final capstone polish. Board paper template walkthrough.

03 / FORMAT AND SCHEDULE

How a cohort runs.

The cohort runs over four weeks. Two arcs are delivered live; two arcs are self-paced. The pitch-back session brings the cohort back together at the end.

Live delivery includes participants building their own strategy-to-workforce translation in real time. Self-paced modules include Excel templates for driver-based forecasting, criticality scoring, scenario modeling, and the full Board paper template.

When	What happens	Time commitment
Week 1 (live)	Arcs 1 and 2 delivered live. Build your strategy translation and demand forecast.	12 hours
Week 2	Self-paced modules 7 and 8. Capstone scoping.	6–8 hours
Week 3	Self-paced modules 9 and 10. Capstone build.	6–8 hours
Week 4	Modules 11–12, capstone polish, and live pitch-back session.	6–8 hours

Live delivery times

Live arc sessions run from 9:00 AM to 5:00 PM IST. Sessions are typically scheduled on Saturday and Sunday for the public cohorts listed below, but corporate cohorts can be arranged on weekdays during business hours — please contact us if your organisation prefers a weekday or split schedule. All times shown are IST; recordings available for participants in other time zones.

Recordings and self-paced modules

All live sessions are recorded and shared within 24 hours. Self-paced modules are released weekly and remain accessible for 12 months post-cohort. Office hours run weekly during the cohort.

04 / CAPSTONE

What you build.

Every participant ships a capstone — a real, working artefact built on their own company's context. Faculty reviews each capstone with the participant during the pitch-back session. Pick one of six tracks based on what's most useful for your role.

Capstone 1 · Business-Strategy Translation. Complete mapping from your company's business strategy to workforce implications.

Capstone 2 · Critical Roles Map. Identification, prioritization, and treatment plan for top 10–15% of roles.

Capstone 3 · 18-Month Demand Plan. Driver-based forecast across all functions with three scenarios.

Capstone 4 · Buy/Build/Borrow Plan. Systematic decisions for next 12–24 months with TCO comparison.

Capstone 5 · Talent Pipeline Architecture. Pipeline maps for critical roles with named candidates and investment plan.

Capstone 6 · Full Annual Workforce Plan. Comprehensive Board paper combining all above elements.

05 / WHAT YOU TAKE AWAY

Deliverables in your hands.

On completion, every participant takes the following back to their work:

- Your capstone deliverable — built on your own business strategy and workforce
- 81-page programme handbook with all methodologies and worked examples
- Recorded video modules (~8 hours of self-paced deep dives)
- Driver-based forecasting Excel template
- Criticality scoring framework template
- 3-scenario workforce model template with triggers
- Buy/Build/Borrow decision rubric (Excel)
- Talent pipeline tracking template
- Full Board paper template (8-section structure)
- Quarterly review template
- Certification and digital credential (Standard and Premium tiers)
- 90-day access to the private cohort group (Standard and Premium tiers)
- Lifetime access to handbook updates

06 / WHO THIS IS FOR

Designed for practitioners ready to lead the work.

This cohort works for professionals at multiple career stages. Specifically:

CHROs and Heads of HR. You present the workforce plan to your CEO and Board. This cohort gives you the methodology end to end.

CFOs and Heads of Finance. You co-own SWP with the CHRO and integrate it with the financial plan. The cohort gives you HR fluency.

COOs and Chiefs of Staff. You link workforce planning to business operations. The cohort gives you the systematic methods.

Heads of Talent Acquisition. You own the pipeline relationships that make SWP executable. Modules 8 and 10 are directly applicable.

HR Business Partners supporting senior leaders. You translate strategy into workforce decisions weekly. This cohort gives you the framework.

Founders and CEOs at scaleups. You own strategy articulation and approve the annual plan. The cohort gives you the methods to make it strategic, not just budgetary.

Prerequisites

- Comfortable with Excel for the forecasting calculations
- Access to your company's business strategy (or willingness to surface it during the cohort)
- Ideal if attending alongside a CFO or COO counterpart — SWP works best as a cross-functional muscle

07 / INVESTMENT

Three tiers. Cohort 01 founding pricing.

Tier	Cohort 01 (founding)	From Cohort 02
Self-Study	₹4,999	₹6,999
Standard (live cohort)	₹19,999	₹24,999
Premium (live + 1:1 mentor)	₹29,999	₹34,999

What each tier includes

Self-Study

- 81-page programme handbook (PDF)
- All recorded video modules (~8 hours)
- All templates, worked examples, and reference materials
- No live sessions, no capstone, no certification

Standard (live cohort)

- Everything in Self-Study
- Live cohort delivery (~14 hours over the live arcs)
- Weekly office hours during the cohort
- Capstone built on your own context, with peer review
- Live pitch-back session with faculty feedback
- Certification on completion
- 90-day access to private cohort group
- Lifetime access to handbook updates

Premium (live + 1:1 mentor)

- Everything in Standard
- 30-minute 1:1 mentor session for capstone review
- Priority support throughout the cohort
- Early access to next cohort if you wish to repeat or progress

Corporate packages

For teams: 5-seat package ₹79,000 / 10-seat package ₹1,49,000. Per-seat pricing significantly lower than individual enrolment. Includes optional team capstone with shared deliverable.

Invoices issued in company name for L&D budget reimbursement. GST applied as per Indian tax law.

08 / UPCOMING COHORTS

Schedule.

Three cohorts of this programme run in 2026.

Cohort	Live arc dates	Pitch-back	Apply by
Cohort 01	17–18 May 2026	14 June 2026	10 May
Cohort 02	26–27 July 2026	23 August 2026	19 July
Cohort 03	20–21 September 2026	18 October 2026	13 September

Subscribe to the public calendar for live updates: palosantoconsulting.com/hr/cohorts

09 / COMMON QUESTIONS

FAQs.

How is SWP different from annual headcount planning?

Annual headcount planning starts from current headcount and applies a growth percentage. SWP starts from business strategy and derives workforce implications — capabilities needed, critical roles, demand by function, sources of supply. Different starting point, different output, different owner. Different value.

Is this for me if our company does not have a formal strategy?

Module 2 includes a strategy articulation worksheet. If your CEO cannot answer the five strategy questions clearly, that is itself a finding worth surfacing. SWP discipline forces strategic clarity to emerge.

Do you cover scenario modeling at depth?

Yes. Module 6 walks through the 3-scenario framework — optimistic, baseline, downside — with operational triggers, leading indicators, and worked examples. Includes the downside-scenario execution case that most companies neglect.

What is the relationship with the People Analytics cohort?

People Analytics is about measuring what is happening today. SWP is about what workforce is needed 12–36 months from now. Complementary cohorts — many participants take both. SWP draws on People Analytics data but adds business driver forecasting, capability mapping, and scenario thinking.

Is this only for CHROs?

No. The ideal cohort participant set includes CHRO, CFO, COO, and 2–3 function heads from the same company. SWP works best when the senior team builds the muscle together. But the cohort is also valuable for individual practitioners who own SWP for their function.

How much time will I need to commit?

Approximately 36 hours total across 4 weeks. ~14 hours of live arc delivery, ~16 hours of self-paced module work, ~6 hours of capstone build time, and the 2-hour pitch-back session. Most participants find the self-paced work fits into 6–8 hours per week.

Can my company sponsor my participation?

Yes. Many participants are sponsored by their employer's L&D budget. Invoices are issued in the company name with GST. For 5 or more colleagues, the corporate packages provide better per-seat pricing. Speak with us if you need a justification letter for your manager.

What if I miss a live session?

All live sessions are recorded and shared within 24 hours. If you miss a live session, you can catch up via the recording and bring questions to the next office hour. Missing more than one live arc, however, materially reduces the cohort experience — the live arcs are where most of the learning happens.

Can I take this from outside India?

Yes. The cohort is delivered over Zoom and the content is calibrated for Indian SMEs but is broadly applicable. International payments accepted via Razorpay International. Pricing in INR; your card will be charged at the prevailing exchange rate.

Will I get a certificate?

Yes. Standard and Premium tiers receive a Palo Santo Consulting certificate of completion after the pitch-back session, plus a digital LinkedIn-shareable credential. Self-Study tier does not include certification.

What is the refund policy?

Standard and Premium tiers: full refund up to 14 days before the cohort begins. Within 14 days, 50% refund or transfer to a future cohort. After cohort begins, no refunds but you can transfer to a future cohort once. Self-Study tier: no refunds after delivery, as content is delivered immediately.

10 / HOW TO APPLY

Next steps.

1. Choose your tier

Self-Study, Standard, or Premium. Most participants choose Standard.

2. Choose your cohort

Three cohorts run in 2026 (see Section 08). You can apply for any upcoming cohort. Seats are released in order of application.

3. Complete application and payment

Visit palosantoconsulting.com/hr/cohorts and click through to this programme's page. Application form takes 5 minutes. Payment via Razorpay (cards, UPI, net banking).

4. Confirmation and onboarding

On successful payment, you receive a confirmation email with the cohort calendar, joining instructions, and pre-reading materials. Welcome email sequence begins immediately.

5. Pre-cohort week

One week before the live arc begins, you receive the Zoom link, cohort group access, the handbook, and Module 1 recording for context.

Apply at

palosantoconsulting.com/hr/cohorts/strategic-workforce-planning

Or write to info@palosantoconsulting.com / WhatsApp +91 99000 07586