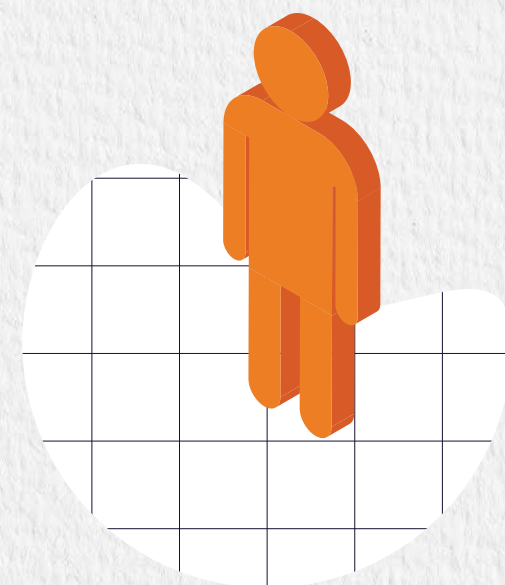
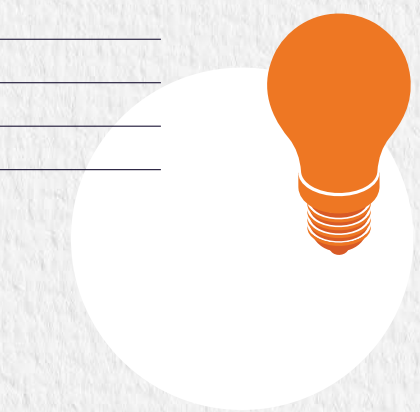




THE HEADCOUNT PLANNING PLAYBOOK

SEVEN LESSONS FROM THE MASTERS

*Master classes in headcount planning,
talent acquisition, and financial leadership from
The Headcount People themselves.*



As a finance leader, set the right pace for headcount planning

The first step in headcount planning is thinking about how quickly you want/need to grow the organization to achieve your goals. Plan accordingly.

A portrait of a man with short brown hair, a light beard, and round glasses. He is wearing a dark blue button-down shirt. The background of the portrait is a light orange color with a faint, stylized white flower or leaf pattern. The portrait is positioned on the right side of the image, partially overlapping the white text area.

FLORIAN GENDEAU

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HEAD OF FINANCE,
NOVO

Finance leaders must shepherd the headcount planning process

Build clear financial models and create precise numbers around how your teams are structured. Then, continuously work on narrowing the variance in these projections.

A portrait of Jeff Merlin, a man with dark hair, smiling, wearing a plaid shirt. The background of the portrait is a light blue and white abstract design.

JEFF MERLIN

SR. DIRECTOR OF STRATEGIC
FINANCE, HARNESS

To tide over the downturn, preserve capital

Downturn or not, you still need people to do the work. Plan to suit the macroeconomic scenario — prepare for the downside and protect against your risks.

A portrait of Dave Wieseneck, a middle-aged man with a receding hairline, smiling. He is wearing a dark grey t-shirt. The background of the portrait is a light orange color with a faint, stylized leaf or flower pattern.

DAVE WIESENECK

VP FINANCE,
DEMOSTACK

Demand the insights you need to build greater organizational agility

Identify the people metrics you need and set up shared dashboards for them. Over the long term, build capabilities to make projections, forecasts, and what-if scenarios.

A portrait of Daniel Fulmer, a man with short brown hair and a light blue polo shirt, smiling. The background of the portrait is a light blue circle with a stylized white leaf design.

DANIEL FULMER

A solid orange square.

FINANCE DIRECTOR,
INVOCA

Be cautious, even during the best of times

Every headcount-related decision has long-term financial and emotional consequences for all parties. Stop competing with FAANG and do what's affordable and sustainable for you.



AMANDA GREGG

TALENT ACQUISITION MANAGER,
SECOND FRONT SYSTEMS

Build cross-functional connections

Go beyond 'just your job' and take ownership of the organization's growth. Work closely with all stakeholders. Champion the right talent acquisition strategy.

A portrait of Mike McDonald, a man with short brown hair, smiling. He is wearing a light blue button-down shirt. The background of the portrait is a light blue wall with a large, faint, light blue Twitter bird logo. The portrait is positioned on the right side of the slide, overlapping the white background area.

MIKE MCDONALD

A solid orange vertical bar located on the left side of the slide, below the text area.

HEAD OF TALENT ACQUISITION,
SNAP INC.

Dare to go against the grain

Don't blindly trust the by-the-book hiring models. Create a model that works for you and leverage technology to hone it continuously.



JIM MILLER



VP OF PEOPLE & TALENT,
ASHBY



See how you can put these lessons into practice.

**Download the
Headcount Planning
Playbook now!**

