
Strategic Workforce Planning for International Organisations

19 - 23 Oct 2026
Kuala Lumpur





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Ref.: 1313_2835 **Date:** 19 - 23 Oct 2026 **Location:** Kuala Lumpur **Fees:** 5200 **GBP**

Strategic Workforce Planning for International Organisations is a five-day senior workforce-planning course delivered by Mars Training Centre across four continents — in London, Geneva, Dubai, Johannesburg, Kuala Lumpur, and Chicago — designed for senior HR leaders, workforce-planning heads, and group HR directors responsible for the people supply chain of organisations that operate across multiple countries and jurisdictions.

Workforce planning in a single-country business is already a discipline. Workforce planning across multiple jurisdictions, with different labour-supply realities, mobility regimes, cost structures, and capability gaps, is an executive-grade challenge. International organisations need workforce plans that hold up to scenario stress, balance local and group demands, and convert strategic ambition into a credible plan for who, where, and when.

Across five focused days, you will work through strategic workforce planning at international scale: demand forecasting across markets, supply analysis across labour pools, mobility and nationalisation strategy, cross-border cost and risk, and the governance that makes a multi-country workforce plan credible to the executive committee and the board. The programme is delivered by senior practitioners who have built workforce plans across regions.

What You Will Learn

- Apply the core methods of strategic workforce planning at international scale.
- Forecast demand and supply across multiple country labour markets.
- Build scenario-based workforce plans for cross-border organisations.
- Diagnose critical-skill and critical-role risks across geographies.
- Design mobility, nationalisation, and localisation strategies that align with business needs.
- Evaluate cross-border workforce-cost structures and total cost of workforce.
- Manage workforce risk in jurisdictions with rapidly changing labour markets.
- Govern and report a multi-country workforce plan to the executive committee.
- Make a credible business case for workforce-related investment across markets.

How You Will Benefit

You will leave with a defensible workforce-planning playbook for an international organisation and a Mars Certificate of Completion.

Your organisation will gain a senior HR leader who can convert the international strategy into a credible workforce plan, defend it to the board, and manage the people supply chain across multiple markets with discipline.



Who This Programme Is For

This programme is designed for:

- Group HR Directors and Regional HR Directors
- Heads of Workforce Planning at multinational organisations
- Heads of Talent at cross-border groups
- Senior HR Business Partners supporting international business units
- Mobility, Reward, and Talent leaders in multinational organisations
- Senior public-sector HR executives with regional responsibility
- Group resourcing and capability leaders

The seniority floor is head of department and above. The programme is delivered in person over five consecutive days, and delegates receive a Mars Certificate of Completion.