

RESEARCH REPORT

The state of workforce planning: Trends, tools, and gaps

Executive summary

As workforce costs, talent scarcity, and economic uncertainty intensify, this survey explores how enterprises are modernizing workforce planning across HR and finance. Enterprises see workforce planning as strategic and have executive backing to invest. Yet most are still rowing out of rhythm. Workforce planning remains:

- Partially integrated
- Manually compiled
- Slow to inform leadership
- Limited in scenario modeling

Momentum to modernize is building. Leaders view AI as practical enabler of:

01

57%

Automation

02

56%

Predictive modeling

03

52%

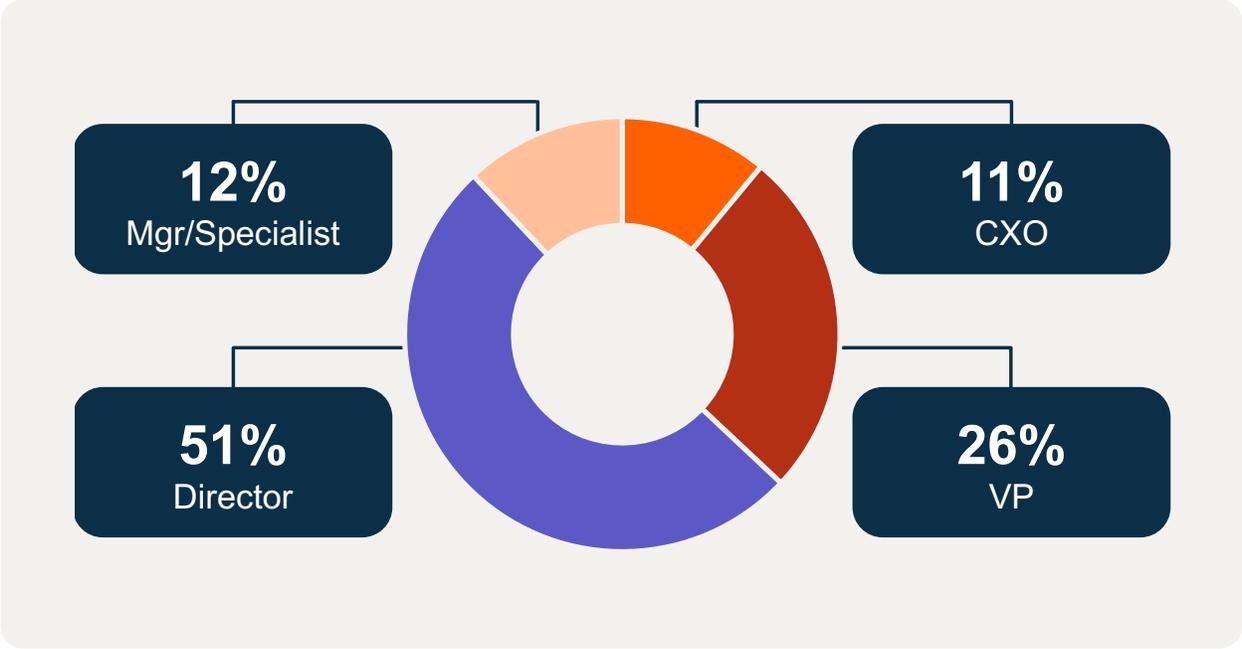
Faster scenario modeling

The opportunity this year is clear: move from reactive coordination to a connected, predictive workforce planning process that drives measurable business performance.

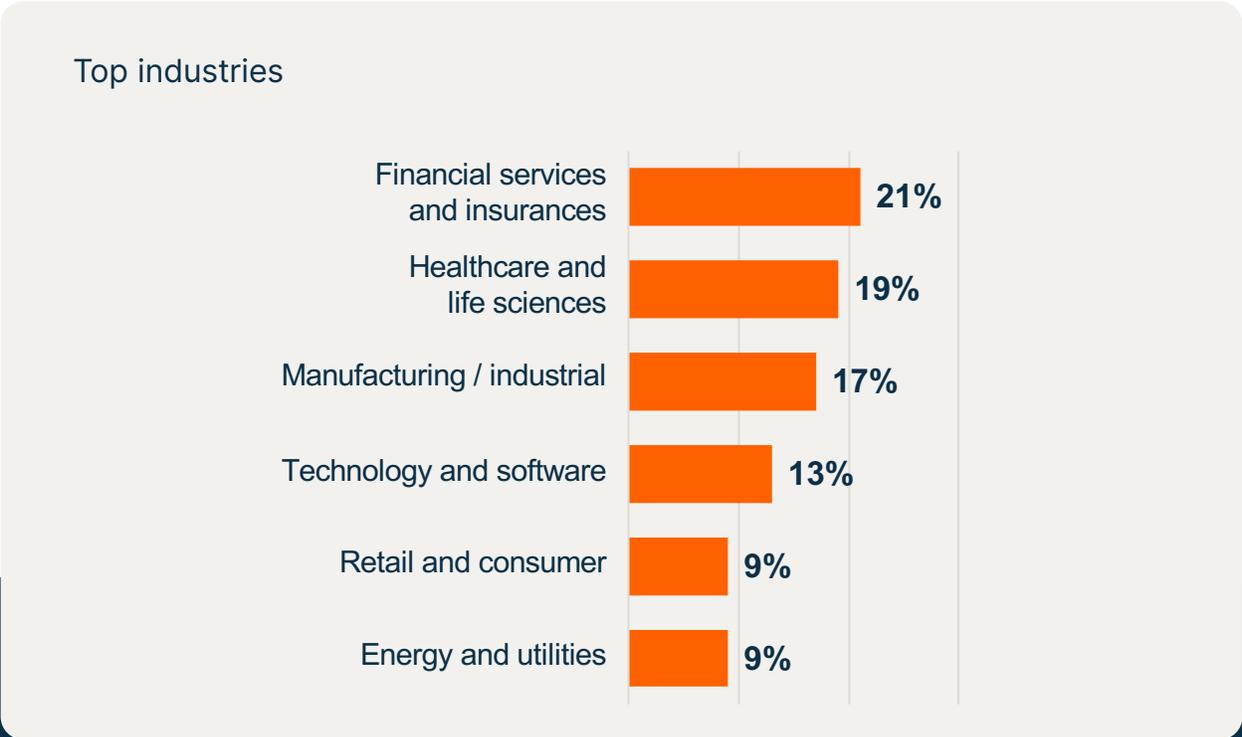
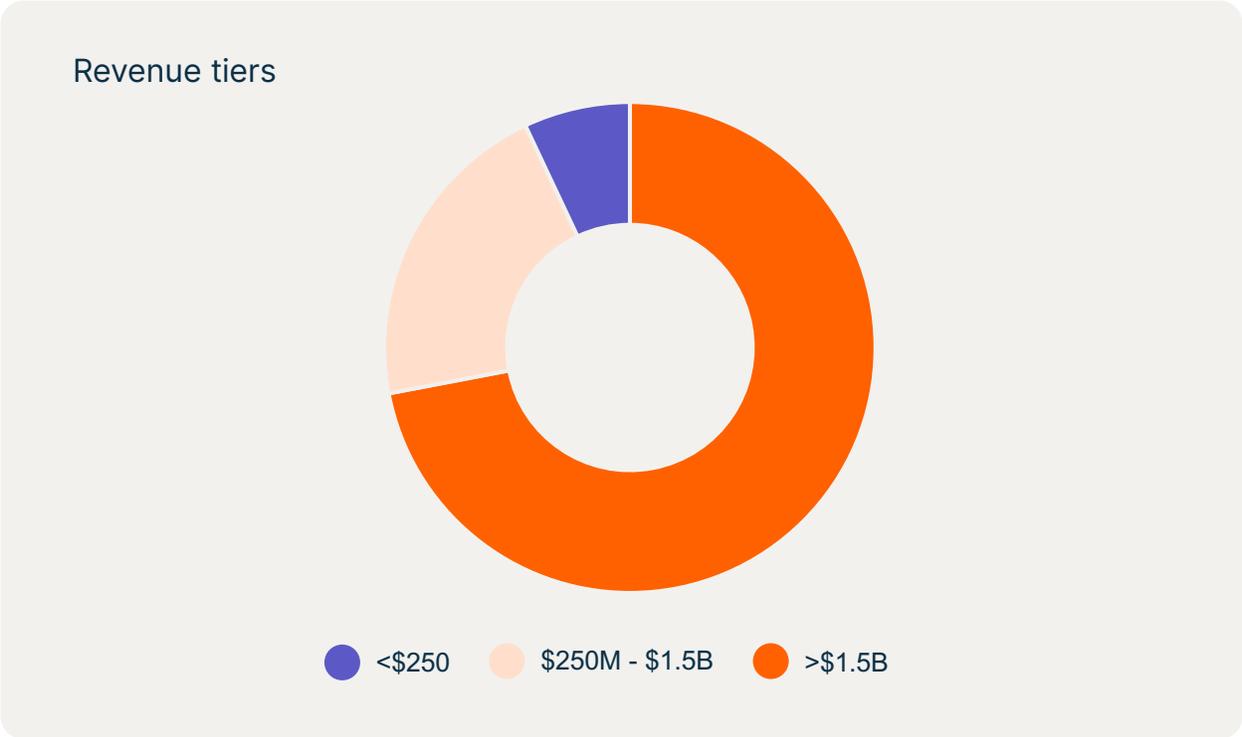


Who did we survey?

- Between August 2025 and February 2026, Gatepoint Research surveyed 145 strategic, decision-influencing executives and specialists in HR, talent acquisition, and workforce planning
- Respondents primarily represent large enterprises across several industries



Who we surveyed?



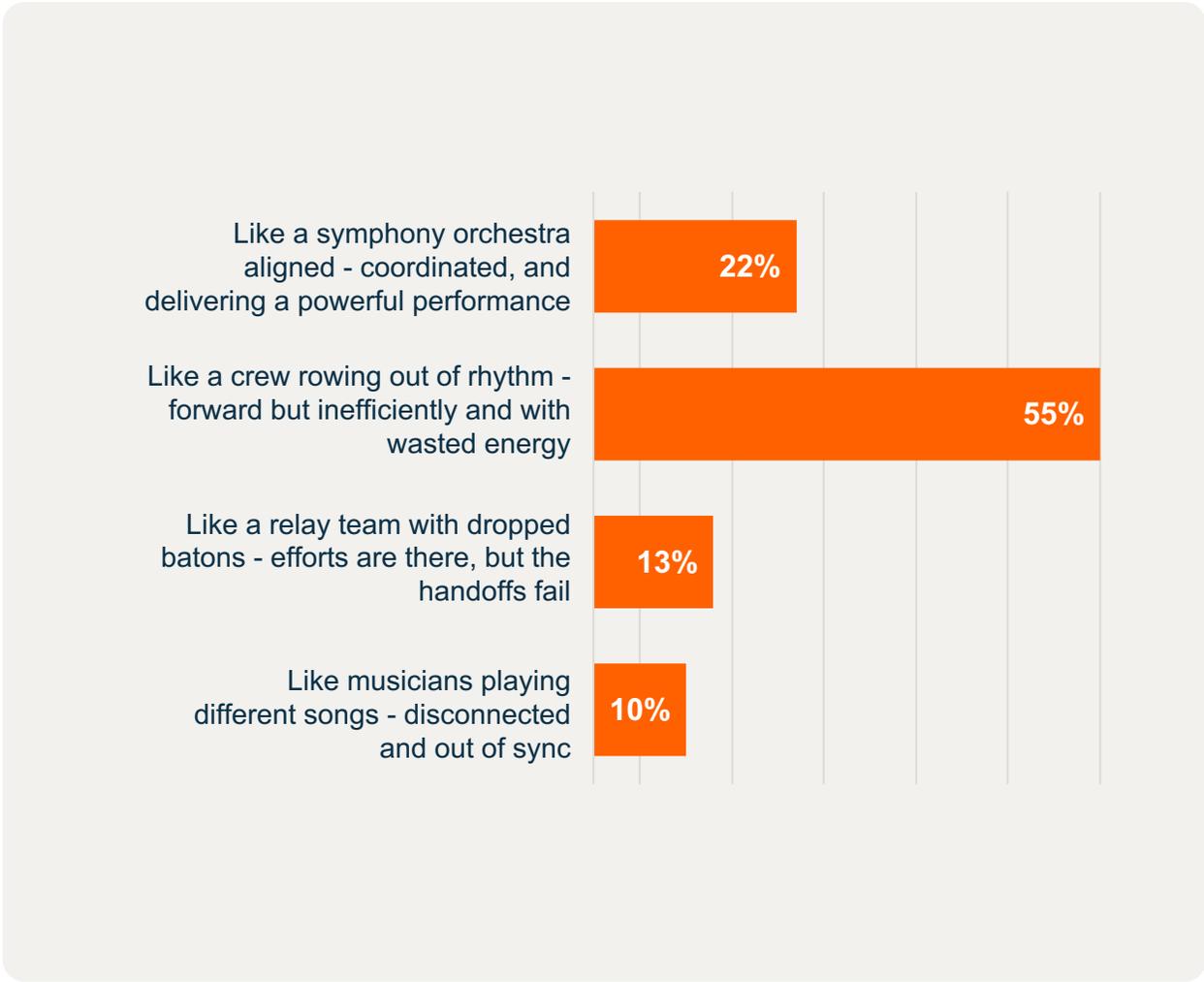
Survey results

PART 1:

When an important business decision is on the line and data is critical, how would you describe the synergy between finance, operations and HR?

Key findings:

- Most organizations are “functional but inefficient”
- Silos are not catastrophic — but they’re costly
- Collaboration may exist, but the mechanics are slow and manual



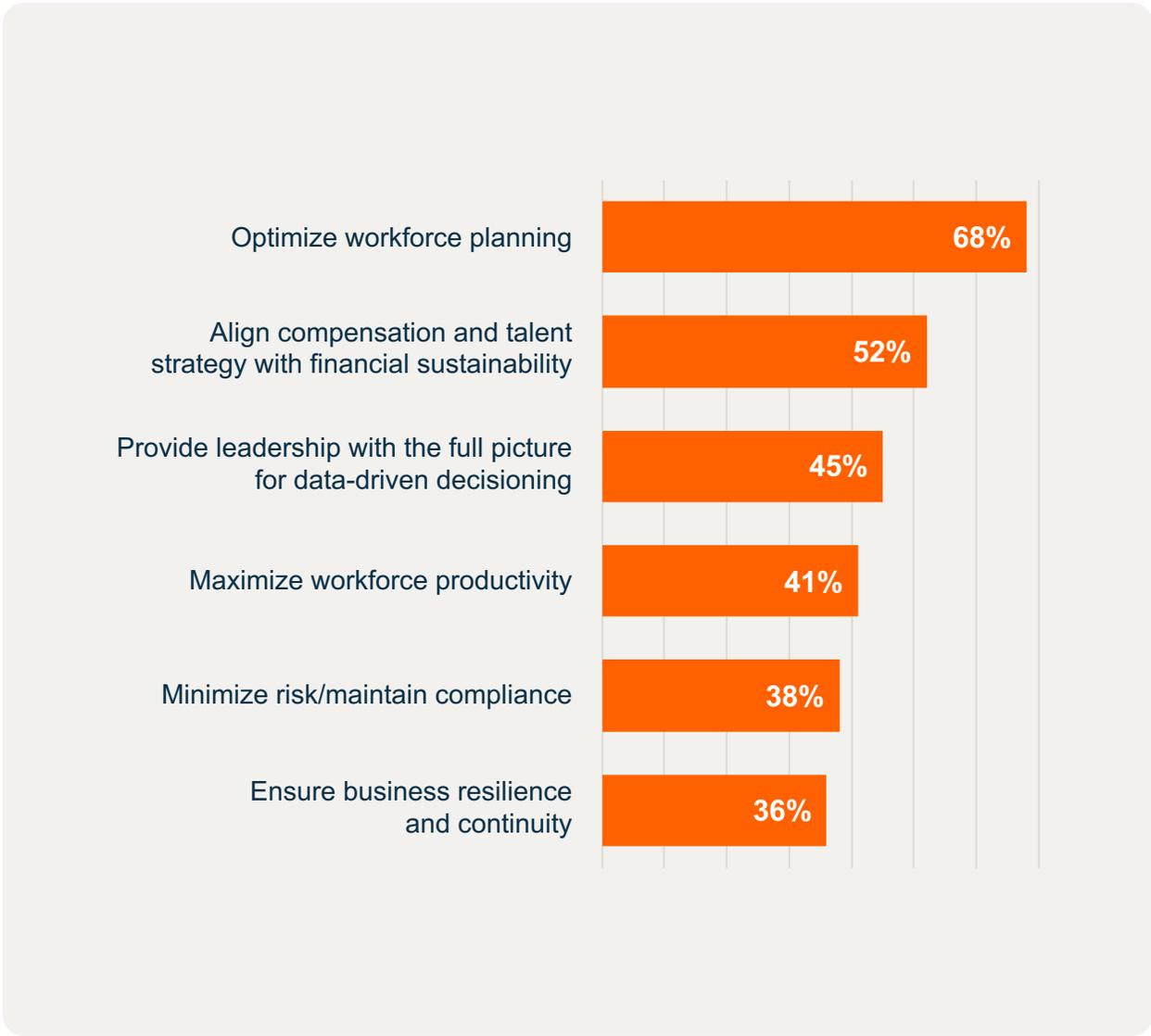
Survey results

PART 2:

What strategic goals does HR share with finance this fiscal year?

Key findings:

- Workforce planning is no longer just administrative, it's margin protection and strategic enablement
- The ambition is there — the infrastructure isn't



Survey results

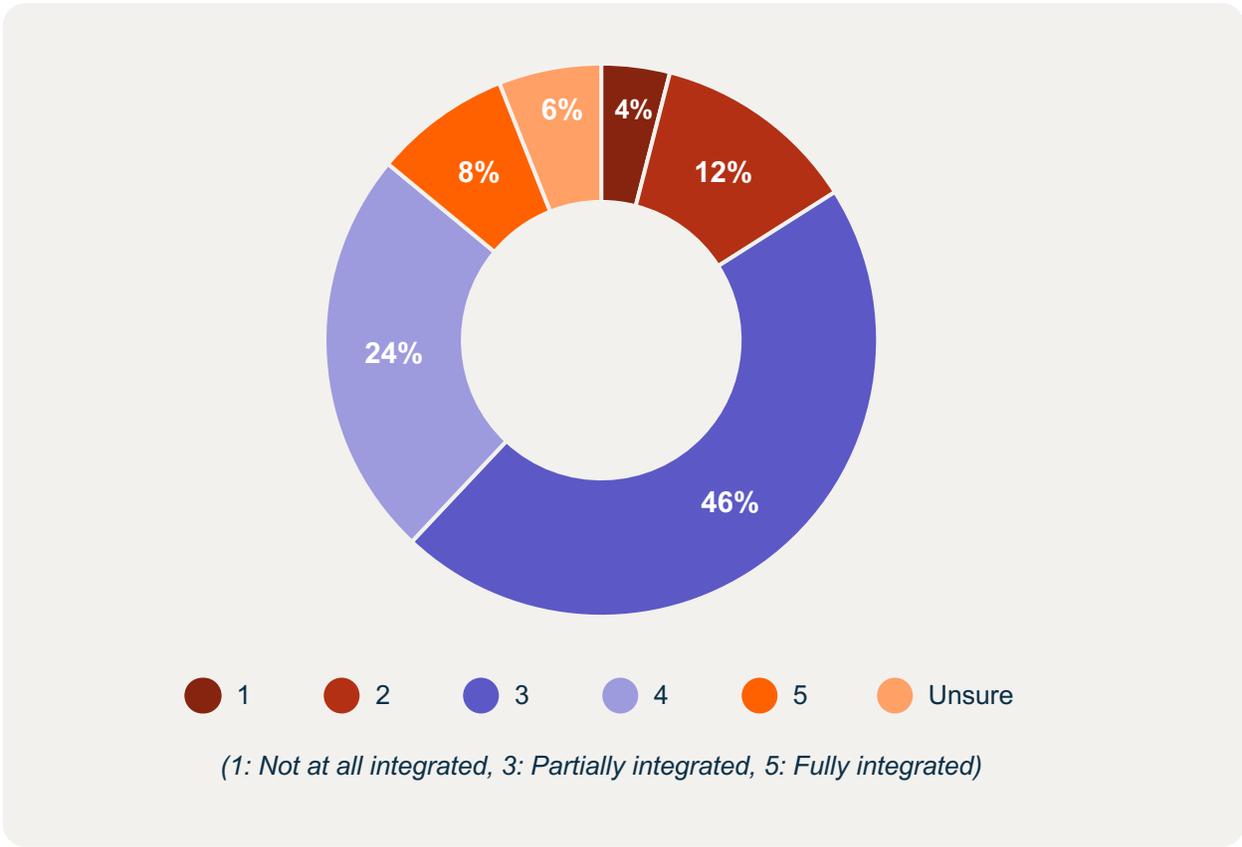
PART 3:

To what extent are your HR, finance, and operations systems integrated to support planning and analytics?

Key findings:

Incomplete integration creates:

- Siloed data
- Fragmented processes
- Forecast lag and reconciliation work
- Competing versions of “truth”
- Slow response to leadership



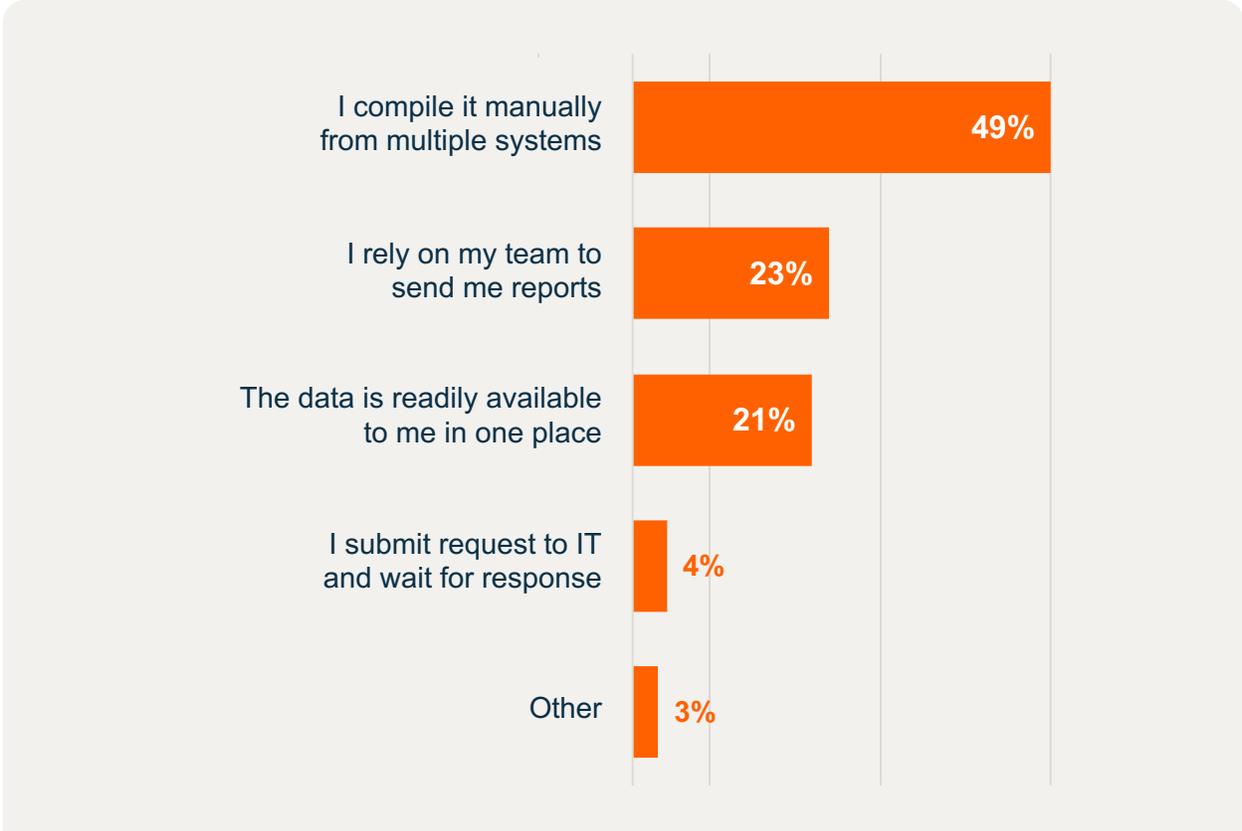
Survey results

PART 4:

How do you typically access the data needed to support workforce planning decisions?

Key findings:

Heavy reliance on manual assembly (49%) and waiting for team and IT response to requests (27%) results in decision delays, planning obstacles, flawed insight, and inefficiency.



Survey results

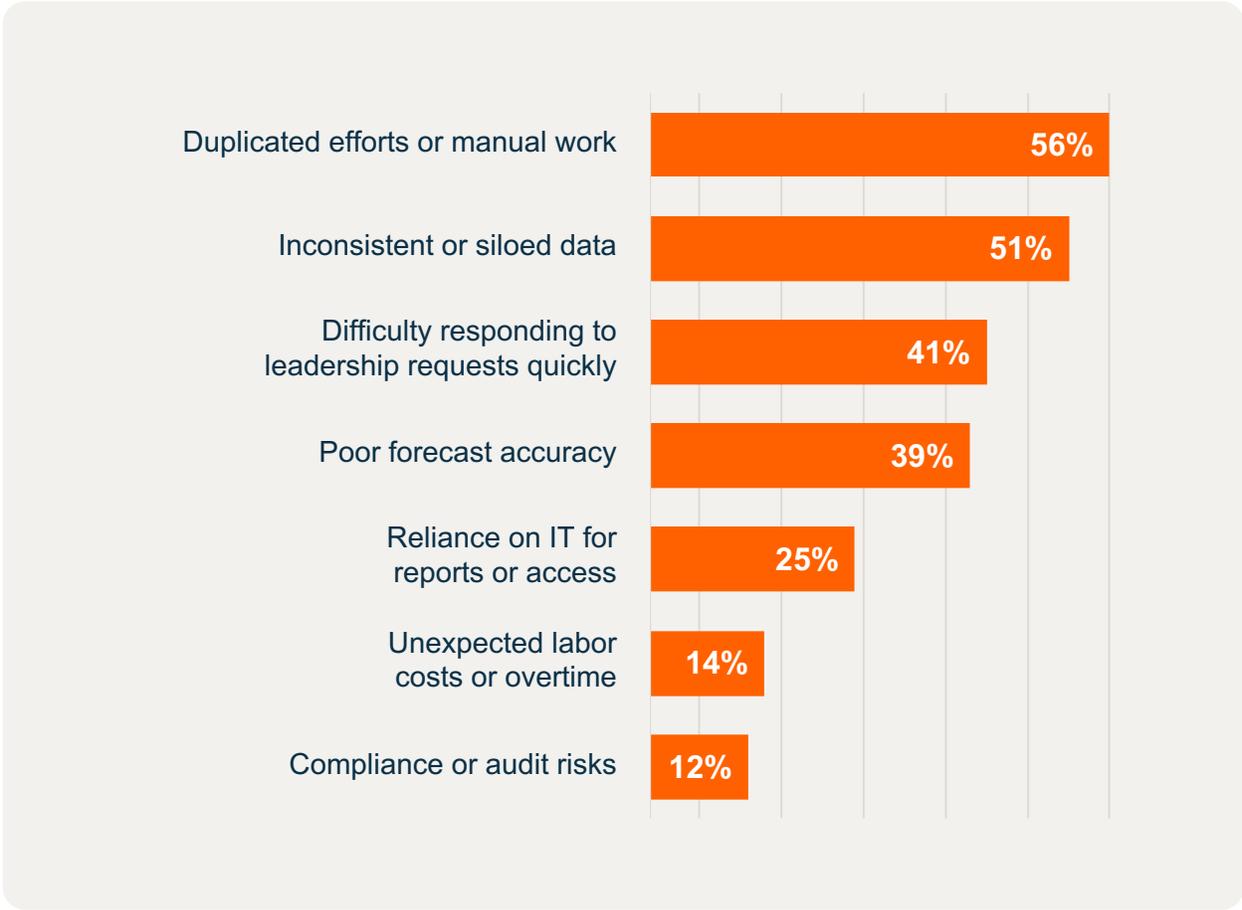
PART 5:

What challenges do you face when aligning HR, finance, and operations for workforce planning?

Key findings:

Workforce planning still relies heavily on manual assembly and IT support, resulting in:

- Inefficiency
- Low quality data
- Slow response to leadership
- Inaccurate forecasts



Survey results

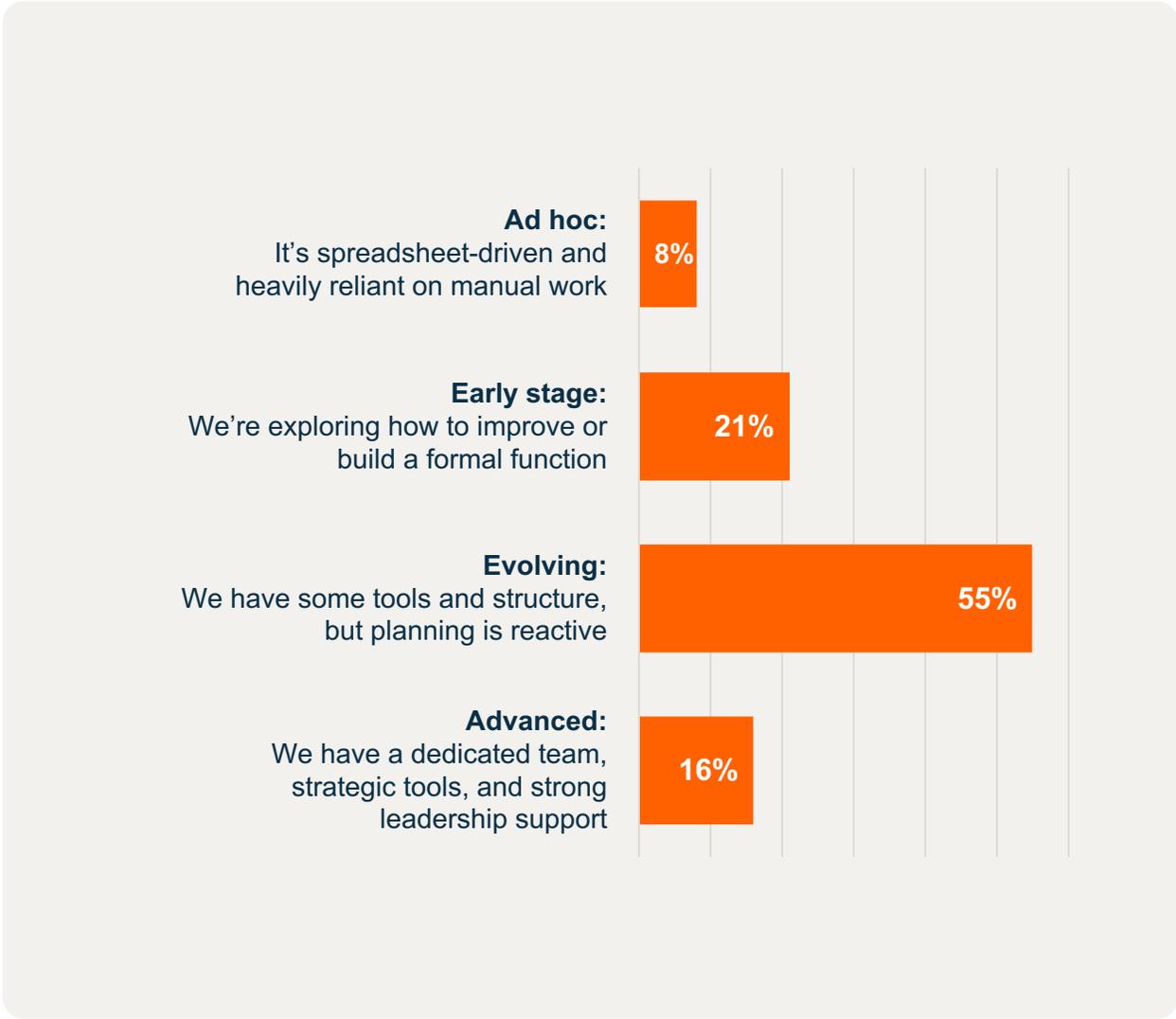
PART 6:

How would you describe your current workforce planning capabilities?

Key findings:

Most organizations are “evolving” rather than “advanced”:

- Planning is reactive
- Leaders are investing and supportive, but planning is not yet optimized



Survey results

PART 7:

Which of the following best describes the current state of your workforce planning initiatives?

Key findings:

Organizations are in motion. Workforce leaders are:

- Transforming
- Investing
- Prioritizing workforce planning
- Exploring



Survey results

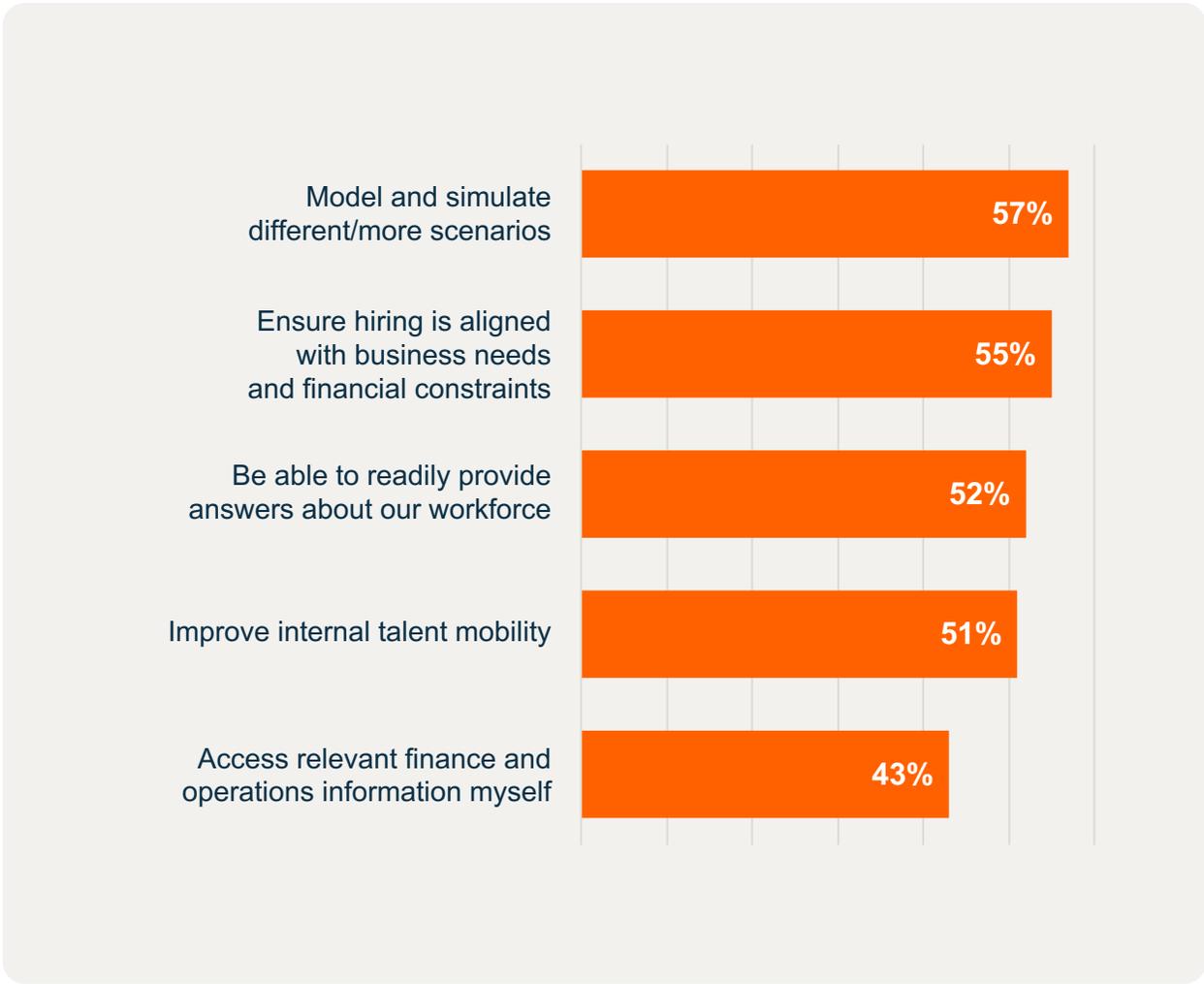
PART 8:

What would you like to be able to do that is not easy to accomplish now?

Key findings:

Efficiency is constrained now, but leaders are looking for self-service capabilities and to ease their process in:

- Scenario modeling
- Business-aligned hiring and talent mobility
- Cross-functional planning



Survey results

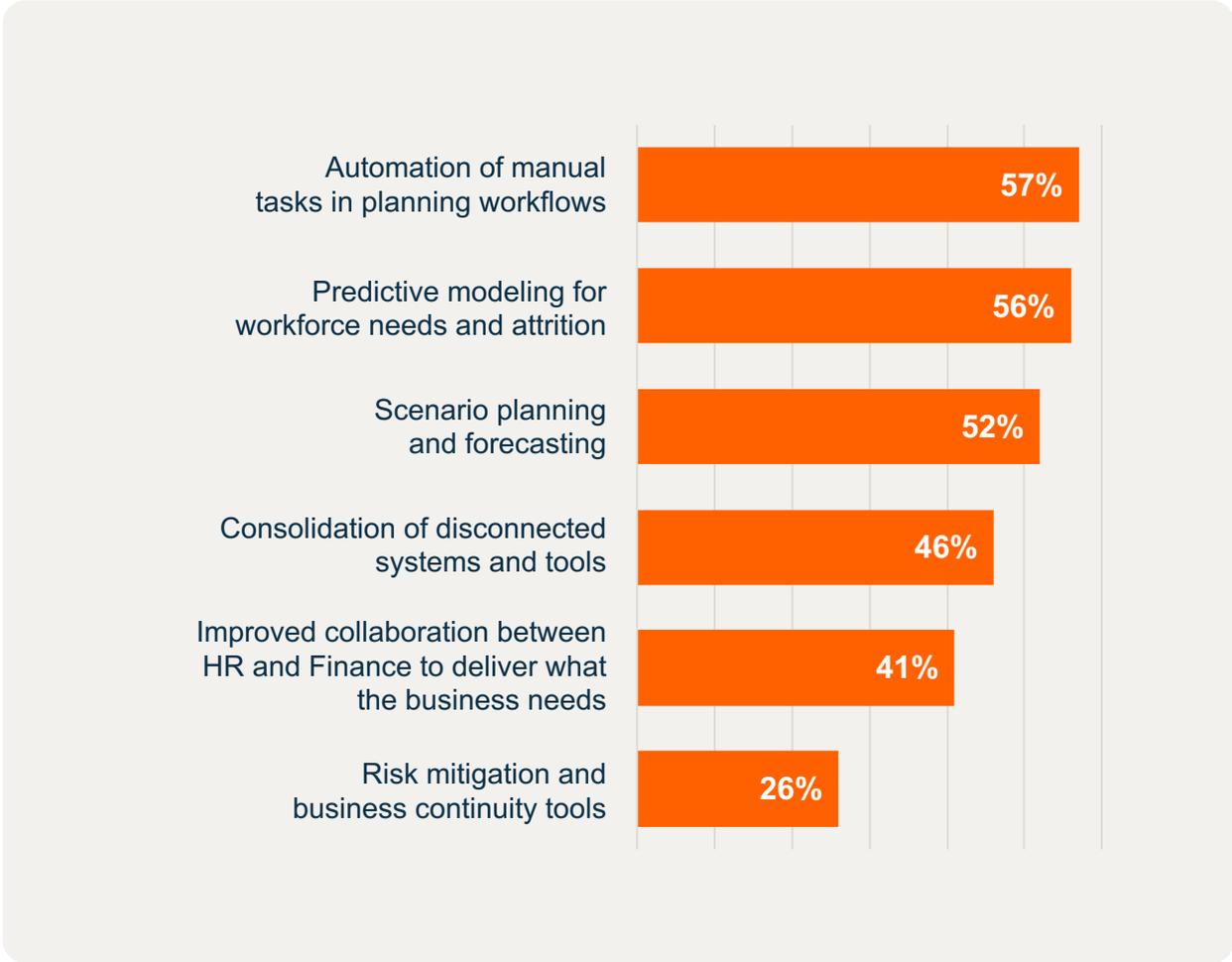
PART 9:

Which AI-supported workforce planning trends are most relevant or interesting to your organization?

Key findings:

Leaders want AI to provide practical modernization. To create unified, scenario-driven, cross-functional planning, they need AI to be:

- A productivity lever
- A forecasting accelerator
- A system and team connector





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About Anaplan

Anaplan is a leading AI-driven scenario planning and analysis platform designed to optimize decision-making in today's complex business environment so that enterprises can outpace their competition and the market. By building connections and collaboration across organizational silos, our platform intelligently surfaces key insights — so businesses can make the right decisions, right now.

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