

THE RESKILLING ESCALATOR

Build-Buy-Borrow-Bot + Strategic Workforce Planning

1. The Two Frameworks Used:

BUILD-BUY-BORROW-BOT

Four ways to fill a skill gap: build it internally, buy it by hiring, borrow it via contractors, or automate it away with a bot.

STRATEGIC WORKFORCE PLANNING

Looking years ahead at what skills the business will need, versus the skills it actually has — and closing the gap on purpose.

How the Two Connect (Fusion Logic)

Workforce planning tells you which skills are about to disappear and which will be scarce. Build-Buy-Borrow-Bot tells you the cheapest honest way to close each gap. Fused, automation stops being a threat to your people and becomes a plan for them.

2. Application: **AMAZON (USA)**

Background — What Happened and Why

- Automation was steadily changing what warehouse and operations roles required.
- Some jobs would shrink; other, more technical roles would be hard to hire for in an already tight market.
- Simply firing and re-hiring is expensive, slow, and destroys trust and institutional knowledge.
- Amazon needed the same people to move up the skill ladder rather than out the door.

What They Did

- Committed large-scale funding to upskilling programmes for existing employees.
- Mapped which current roles were at risk and which future roles would be in demand.
- Offered funded pathways from warehouse roles into technical and IT roles.

- Treated 'build' (retrain existing staff) as often cheaper than 'buy' (hire scarce talent).

Applying the Fusion — Step by Step

1

Look at both changing job needs together

Amazon saw that automation would shrink some warehouse roles while making technical roles harder to hire for — two trends that needed one plan.

2

Choose how to fill each gap

For each gap Amazon asks: build (retrain existing staff), buy (hire), borrow (contractors), or automate. Retraining known staff was often the best option.

3

Do the honest cost comparison

Retraining a current employee — who already knows the company — usually costs far less than hiring a scarce specialist, and avoids the damage of layoffs.

4

Offer clear pathways upward

Amazon funded real, visible routes from at-risk roles into in-demand technical roles, with training time paid for.

The Result

A route upward for existing staff, a cheaper way to fill scarce technical roles, and far less of the trust damage that mass replacement causes.

3. Key Takeaways

- Automate tasks, redeploy people — the Bot decision should trigger a Build decision automatically.
- Your displaced workers are pre-vetted, culture-fitted hiring supply for the growth roles.
- Announce the escalator with the automation, or fear will fill the silence.
- Use whenever AI or automation touches large frontline populations.