

Naima Robenhagen Burgdorf

STRATEGIC WORKFORCE PLANNING · ADVISOR & SPEAKER

“Organizations don’t have a data problem. They have a courage problem.”

ABOUT

I built Ramboll’s global Strategic Workforce Planning function from scratch, across an 18,000-person engineering consultancy - and watched technically sound plans sit in drawers while the same staffing, pricing and delivery decisions got made the same way they always had. That gap is rarely a data problem. It’s a decision problem: who owns the call, what evidence a leader will actually act on, and what makes a capable executive hesitate when the numbers are already clear.

My background spans strategic planning, hands-on resource management, and the psychology of how decisions get made under uncertainty. I work with leaders on the distance between a good plan and a changed decision.

SIGNATURE TALK

The Courage Problem

Why your best forecast won’t get acted on - and what does.

- Why better models don’t move organizations - and the competing commitment that quietly blocks every hard workforce decision.
- The four moves that turn an avoided decision into a made one.
- What “capability debt” and “stability theatre” really cost - and how to spot the tell in the absence.

PROOF

- Keynote, People Analytics World, London (April 2026).
- Speaker, Rethink! HR Tech Nordic 2026, Copenhagen.
- Panellist, “Strategic Workforce Planning in the Age of AI,” HR Leaders × Visier Workforce Transformation Summit (June 2026).
- Panellist, “Beyond Skills: Turning Workforce Intelligence into Better Everyday Business Decisions,” HR Leaders × Visier People Analytics Summit (Sept 2026).

Also speaks on · building an SWP function from zero; the human layer of strategy decisions; why AI and analytics don’t fix the decision problem.