

BUDGET

L&D Capacity Business Case

A one-page model for connecting budget requests to demand, capacity, risk, and tradeoffs.

THE TEST

A budget request is ready when leaders can see the work entering the system, the capacity available, the risk of underfunding, and the tradeoff they are choosing.

- What demand is driving the request?
- What can the team deliver with current capacity?
- What risk increases if the request is denied?
- What process or tool offset can reduce pressure?

BUSINESS CASE SEQUENCE

- 1 Quantify**
Show work volume, cycle time, and backlog.
- 2 Model**
Translate roles or tools into capacity change.
- 3 Risk**
Name what breaks if capacity stays flat.
- 4 Trade**
Offer choices: fund, delay, reduce scope, or accept risk.
- 5 Track**
Review whether the decision held up.

CASE SIGNALS

\$500K+ Annual budget	60-70% Headcount funded
23% Admin reduction	12x Content growth

BUDGET SIGNALS

- Demand
- Capacity
- Risk
- Tradeoff
- Offset

RED FLAGS

- Busy is the only argument
- No consequence of no
- No capacity model
- No owner for tradeoff

WHY IT WORKS

It makes resource decisions concrete enough that leaders can choose with eyes open.