NAVIGO

7 Steps to Planning a Successful Restructure

CHECKLIST



KEY STEPS

for achieving your very own successful restructure



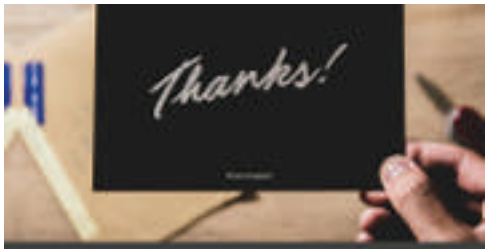
1 SET YOUR TRANSITION MANAGEMENT DREAM TEAM



2 EFFECTIVELY COMMUNICATE YOUR PLAN



3 PEFORM A SKILLS ASSESSMENT



4 PREPARE SEVERANCE IN ADVANCE



5 TALENT DEVELOPMENT PROGRAMS



6 ROLE SUITABILITY ANALYSIS



7 REVIEW & REFLECT

"Organisations must adapt in order to remain competitive. Over time, traditional structures can become counter-productive to business goals. This tends to be a major driver for workforce restructures."

Peter Forbes, Navigo Founder & CEO

BEFORE YOU START..

SET YOUR GOALS

In order to keep your restructure on track for the entire process, clear goals must be set. To create your targets, you must answer one question:

What is the real purpose of the restructure?

Goals can be established around workforce expenditure, performance or a target headcount. When setting the objectives to guide your restructure, make sure your goals are **specific** and **measurable**.



Dedicate personnel to take responsibility of different roles throughout the restructure, owning and executing the entire process. Thoughtfully identify the best candidates with the appropriate skill set to get the job done. Be sure to be realistic when allocating resources to meet the timelines required.

Typical restructure roles include:

THE DECISION MAKER
who knows the business requirements & can make clear decisions without being held up by red tape.

THE ORG DESIGN EXPERT
to model the restructure, reports, communications & action plans required to implement the restructure.

THE DATA ANALYST
to manipulate, validate and import the data using your restructure tools (org.manager, Excel, etc).



2 EFFECTIVELY COMMUNICATE YOUR PLAN

Most employees feel at risk during a restructure.

When dealing with organisational change, it's much better to be open and honest about the intent and process. Your restructure will maintain a smoother course if clear expectations are set and your top talent feels secure.

The easiest way to do this is to share the future state of your organisation using a role based org chart (not specifying the employee). Visualising the new structure and the motivations behind it can help employees to digest and adapt to the impending change. Be sure not to provide too much detail, restrict sensitive information like salary, contact details and home address.



3 PERFORM A SKILLS ASSESSMENT

It's difficult to understand where your workforce strengths and weaknesses lie without a process for assessing employees' skills. Your best approach is to:

1. Talk to line managers
2. Build a list of core competences
3. Use this data to guide the restructure

Typically, organisations use a 9-box to track skill metrics, measuring performance and potential ratings within an org charting tool. Whilst it may be a simple measure, it's easy data to capture and it's also a good summary for comparing employees with similar job descriptions.



4 PREPARE SEVERANCE IN ADVANCE

Voluntary and involuntary turnover are a part of every organisational restructure. Make sure your severance packages are suitable, compliant and fair. As much as possible, try to be open and honest about what is being offered.

Dispelling rumours and managing expectations are hard enough without the added challenge of maintaining a veil of secrecy over the organisation. It's also a good idea to revisit and redevelop your packages toward the end of the planning process.



5 TALENT DEVELOPMENT PROGRAMS

When employees are moving around, you need to make sure they receive the right support and training to settle them into their new roles. Remember that these programs don't have to start after the restructure takes place.

Best practice is to cross-skill multiple employees for a variety of roles. This is a fantastic way to keep your employees engaged and to provide more options for when the restructure rolls around. This type of talent development can help build employee loyalty and increase skill-diversity across the workforce as a whole.



6 ROLE SUITABILITY ANALYSIS

It's not just skills that should determine whether or not an employee is moved to a particular role. Watch out for good or poor relationships, existing team dynamics and any personal factors that may affect their suitability for the role.

This is an incredibly difficult aspect to measure, so you're likely going to rely on anecdotal reports and feedback from line managers for each employee. For larger organisations, it may be easier to run small group sessions with key decision makers in each area to see if they have any objections.

At the end of the day, it's going to be your job to decide which objections are insurmountable and which are unavoidable, tailoring the restructure plan to create the best outcome possible.



7 REVIEW & REFLECT

Chances are you will end up going through another restructure in the future. If you plan and monitor the process now, you'll find it easier next time.

At Navigo, we're big fans of documenting each and every process. Task a few members of the restructure team with writing down each step you go through, leaving you with a framework to build upon and reference next time.

CHECKLIST

1. SET CLEAR GOALS
   SPECIFIC & MEASURABLE ☑
2. BUILD YOUR DREAM TEAM
   FILL RESTRUCTURE ROLES ☑
3. SHARE YOUR PLAN
   FUTURE STATE ORG CHART ☑
4. SKILLS ASSESSMENT
   LIST CORE COMPETENCES ☑
5. BEGIN WORKFORCE DESIGN
   BASED ON PEOPLE METRICS ☑
6. PREPARE SEVERANCE
   INCREASE TRANSPARENCY ☑
7. TALENT DEVELOPMENT
   CROSS-SKILL EMPLOYEES ☑
8. SUITABILITY ANALYSIS
   RELATIONSHIP ASSESSMENT ☑
9. REVIEW & REFLECT
   DOCUMENT YOUR PROCESS ☑

"We were previously using Visio and PDF documents to create org charts. Considering the size of our business, the number of changes that occur and the considerable time it took to manually do this - it made sense for us to move to dedicated org charting software."

Megan Shields, HR Systems, Bank of Queensland

The Navigo team are happy to help you along your restructure process. Any questions? Chat to our team. For more information about workforce modelling tools, visit:

www.navigo.com.au