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TRANSFORMING CAREERS

# RESTRUCTURE KIT

## *YOUR BEST PRACTICE GUIDE TO ENACT CHANGE*

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# WHAT IS THE PURPOSE OF THIS WORKBOOK?

Organisations need to evolve in order to survive and grow. A shift in strategy to facilitate business growth will have implications on your people and what you need from them.

When major change involves significant disruption to employment arrangements, this can result in significant stress being placed on HR Managers and their teams. The purpose of this document is to highlight the key issues HR Managers need to consider, the process involved, impact of restructuring, employee fears, tips for getting it right, what can happen if you get it wrong and how to assess how it went.

Restructuring as a strategy has become an entrenched part of the business landscape, particularly as organisations grapple with the many changes that technology, globalisation and economic uncertainty has created. Restructuring comes in many forms with commonly used terms like downsizing, rightsizing or business improvement. It appears as a result of a downturn in market conditions, a merger or acquisition, or a new organisational strategy to support business growth.

However you describe it, the core purpose is to align the workforce to best achieve the organisation's current strategy and meet future growth and sustainability expectations.

Something that is easier to write than do...



# ISSUES TO CONSIDER DURING A RESTRUCTURE

AUDIENCE	BEFORE CHANGE	DURING CHANGE	AFTER CHANGE
<b>Managers (all levels)</b>	<p>What do I need to know?</p> <p>What do I need to do to prepare employees for organisational change and support their individual redeployment or transition?</p> <p>How do I identify and manage the potential resisters to change?</p> <p>How do I identify those people who we need to retain?</p> <p>How do I ensure that we don't lose mission critical knowledge and IP?</p> <p>How do I engage these people throughout the process?</p>	<p>How do I best communicate with employees?</p> <p>How do I achieve buy-in to the change?</p> <p>How do I identify and manage resisters?</p> <p>How do I have effective career conversations with staff?</p> <p>How do I build personal resilience during the change and role model it for others?</p> <p>How am I supported?</p>	<p>How do I support those whose roles have been impacted by the change?</p> <p>How do I support the rest of the team, build their resilience and increase productivity as quickly as possible?</p> <p>How do I ensure that we don't lose mission critical knowledge and IP?</p> <p>Who will continue to resist?</p> <p>How do I re-engage top talent?</p> <p>What support is available to me as Manager?</p>
<b>Human Resources (corporate and business unit)</b>	<p>How do I proactively manage the transition process?</p> <p>What support do managers need to manage the transition?</p> <p>What is the most effective transition process/model?</p> <p>What is the redeployment process?</p> <p>How do I best engage with managers?</p> <p>What is our communication plan?</p>	<p>How do I have effective career conversations with employees?</p> <p>How do I support managers to make the changes as effectively as possible?</p> <p>How do I support my team during change?</p> <p>How am I supported?</p>	<p>How can I support employees through their career transition or redeployment?</p> <p>How can I help employees review their career and identify options?</p> <p>How do I ensure that we don't lose mission-critical knowledge and IP?</p> <p>How do I re-engage the survivors?</p> <p><small>* Survivors often fall into one of two categories: relief (they get to stay) or irritation (have to stay but wanted to go).</small></p>
<b>Employees whose role is Impacted (i.e., position made redundant or redeployment options)</b>	<p>Will this change really make a difference?</p> <p>What's in it for me?</p> <p>Why me?</p>	<p>How do I respond to my changed circumstances?</p> <p>Are there other jobs internally that I can apply for?</p> <p>Who do I go to for help?</p>	<p>How do I find another job outside my company?</p> <p>What do I actually want to do? What options do I have?</p> <p>How do I tell family and friends?</p>
<b>Employees whose role is Not Impacted (i.e., positions untouched)</b>	<p>The last change process wasn't managed well — do I want to stay for another?</p> <p>How do I support colleagues uprooted by change?</p> <p>What can I do to be positive during change?</p> <p>How do I feel about the change?</p>	<p>How are they treating the employees whose roles have become redundant?</p> <p>What does that mean for my future work environment?</p> <p>How are we going to do the same amount of work with less people?</p> <p>What behaviours do I want to exhibit?</p>	<p>How do I make the most of my career here?</p> <p>How can I capitalise on the changes?</p> <p>What is change resiliency?</p>

# RESTRUCTURE ROADMAP





## IMPACT OF RESTRUCTURING

- 1 92% of workers experience workplace stress
- 2 More than 40% of workers are losing sleep through stress
- 3 Almost 1/3 claimed they were becoming too emotional
- 4 15% of workers drink alcohol to help them cope

## EMPLOYEES' TOP FEARS

- ➔ Increased workload
- ➔ Redundancy
- ➔ Uncertainty about what the future will look like

## ORGANISATIONAL ISSUES & CHALLENGES



Research that shows 70% of organisational change efforts fail.

## WHY?

- ➔ Lack of powerful reason — not knowing what they want to achieve
- ➔ Lack of focus — internal
- ➔ Lack of real change
- ➔ Lack of engaging high performers in change process

## 5 TIPS FOR GETTING IT "RIGHT"

There is no one right way of undertaking a restructure, as it depends on the nature of the change, your organisational culture and the environment you're operating in. However, there are some guiding principles that can ensure a positive outcome and ease stressors inherent with change.

### *1. FOCUS ON HOW YOUR ORGANISATION CAN BEST EXECUTE THE CHANGES*

The most common thing we hear is "it's not what they did, it's how they did it". Many employees will understand that changes have to be made for economic or strategic reasons. The damage occurs from how they are treated through and after the process.

### *2. COMMUNICATION IS CRUCIAL & PIVOTAL*

Employees have an incredible sense of what is happening. Invariably, they will pick up on a change in attitude in the office and begin discussing their perceptions with others. The grapevine works swiftly. Managing this from the start can prevent misunderstandings and avoid a general destabilising effect.

### *3. BE CRYSTAL CLEAR ON THE PURPOSE*

Change must be in the best interests of the company. If employees believe that change is happening for change's sake, then the response is more likely to be negative. If they can see the vision for the company and understand the benefits, then the reaction is likely to be more positive.

### *4. LETTING PEOPLE LEAVE WITH DIGNITY*

A key measure of the success of a restructure is how those people staying and those leaving felt that they were looked after; in other words, treating people with dignity and respect.

### *5. MINIMISE "SURVIVOR GUILT"*

Having people leave with a positive frame of mind makes it easier on the people who have remained behind. It's also important to remember that those staying behind will be worried about work load (Common concerns include: "will I be doing the job of 2 people on the same money?" or "when will this happen again; should I start looking now?")



## ASSESSING HOW IT WENT

After the restructure, you'll know how well it went by your answers to the following questions:

- ➔ Are employees going above and beyond their day-to-day tasks?
- ➔ Is absenteeism trending down?
- ➔ Is there a reduction in safety incidents?
- ➔ Is there a noticeable positive shift in the feeling or "vibe" of your workplace?
- ➔ Did we realise the full benefit of the changes?

If the answer is "no" to any of these, then staff engagement and productivity need to be better maximised.

## RISKS WITH GETTING IT WRONG

The aim of a restructure is to better position the organisation to meet current and future goals. However, a poorly handled restructure can have the opposite effect.

Top risks where the "people" aspects of a restructure are not handled well include:

### *DIRECT COSTS:*

- ➔ • Loss of productivity
- Increases in workers compensation claims
- Increased risk of litigation.

### *INDIRECT COSTS OF A DAMAGED EMPLOYMENT BRAND:*

- ➔ • Good people leave in the aftermath
- Increased expense of future hires
- Customer concerns about future reliability and damage of formerly valued relationships.

## HOW WE CAN HELP

We provide ongoing assistance to organisations going through large scale restructures before, during and after the changes including customised solutions (like onsite career centres) for departing employees and employees considering redeployment options.

## WHAT WE DO

We provide programs that are transformational for employees and enable results. Our flexible delivery methodology, based on our 5 Pillars of an Extraordinary Career Framework™, allows us to tailor our programs to suit the unique career journey of each person.



## MORE INFORMATION ON RESTRUCTURES

View our Restructure Workbook, a handy planning guide that walks you through the key issues that need to be resolved.



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