



HR DELIVERY

Making Sure HR Delivers

HR DELIVERY WORKSHOP SERIES

Organisational Restructure

Organisational Restructure: Design the Work Before the Chart

Explore how to assess a restructuring proposal through work, decisions, capability and people impact. Practise comparing options, testing interfaces and identifying transition questions before a new organisation chart becomes the answer.



01 DAY

Introductory taster

IN-HOUSE

Your people. Your context.

PRACTICAL

Explore, discuss and apply

A PRACTICAL STARTING POINT

Understand the topic. Try it in practice.

A new reporting line can make an organisation chart look simpler while leaving the work harder to coordinate. Restructuring requires a clear reason for change and a realistic account of decisions, interfaces, jobs and transition. This workshop introduces the questions that help participants examine a proposal before committing to detailed implementation.

Participants explore a bounded restructuring case through the HR Delivery Organisational Design Framework. They connect the problem to design principles, compare structural and non-structural responses, test a representative workflow and identify assurance and transition needs for further work with the appropriate specialists.

WHO IS IT FOR?

HR leaders, business partners, organisational development practitioners and managers who contribute to restructuring discussions and need to examine options, accountabilities and workforce implications with relevant specialists.

BY THE END OF THE DAY, PARTICIPANTS CAN:

- 01 State the design problem**
Connect a restructuring proposal to an operational or strategic outcome, identifying evidence that the present arrangement needs to change.
- 02 Set useful design criteria**
Draft practical design principles that expose trade-offs between accountability, coordination, customer value, capacity and the organisation's chosen priorities.
- 03 Compare credible options**
Describe structural and non-structural responses to a case and compare them against agreed criteria without treating the chart as sufficient.
- 04 Test work and decisions**
Walk a representative request through a proposed design, identifying unclear responsibilities, handovers, decision rights and escalation arrangements before implementation.
- 05 Identify people implications**
Recognise role, capability, workload and transition questions that require employee input and appropriate HR, financial, legal or professional review.
- 06 Plan the next design step**
Draft a proportionate validation and transition checklist with decision owners, dependencies and evidence needed before a proposal moves forward.

A useful first application

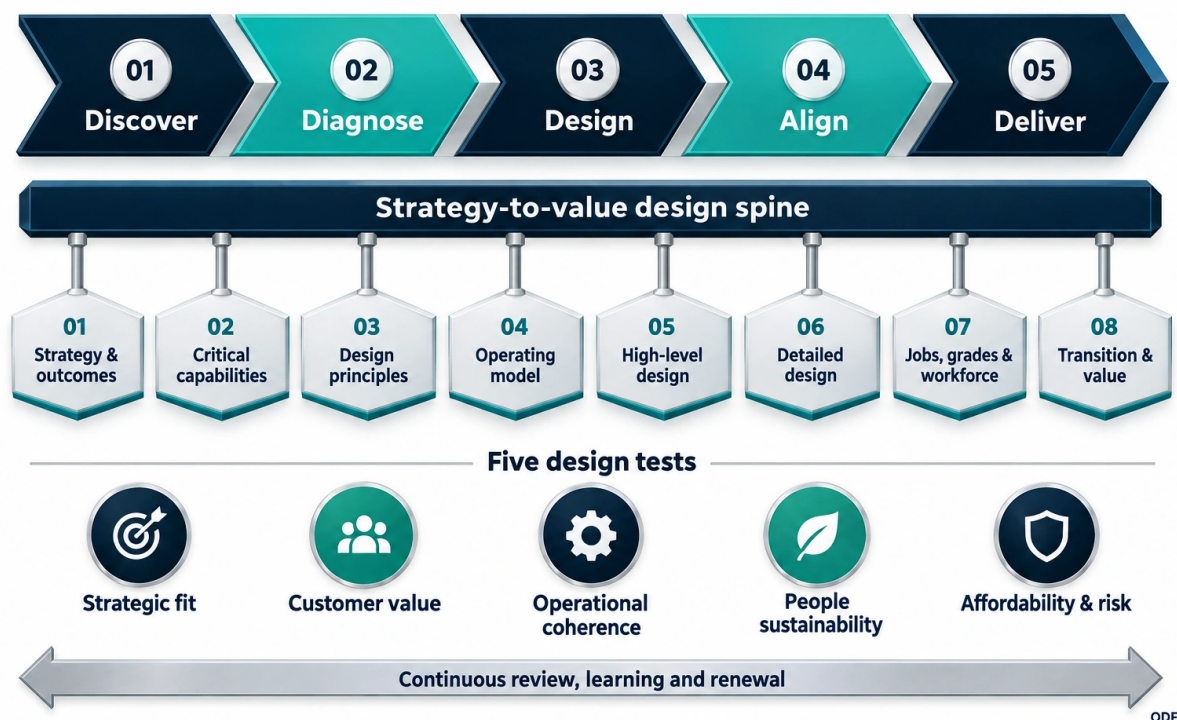
A one-day introduction using an illustrative design case. It does not produce an approved restructure, job evaluation, redundancy process or legal advice; consequential workforce decisions require appropriate specialist review.

THE FRAMEWORK / WORKSHOP FOCUS

HR Delivery Organisational Design Framework

The full framework connects Discover, Diagnose, Design, Align and Deliver with an eight-link strategy-to-value design spine and five design tests. The workshop explores a small restructuring decision within that broader architecture.

Organisational Design Framework



SIX QUESTIONS TO EXPLORE IN THE WORKSHOP

01 Outcome and mandate

What problem must this design solve, and who owns the decision?

03 Design principles

What criteria will help us resolve difficult choices between options?

05 People and assurance

What role, capacity and specialist review questions must be resolved?

02 Work and capability

Which work, capabilities and decisions must the organisation support reliably?

04 Options and interfaces

How would each option handle real work across organisational boundaries?

06 Transition and value

How will delivery continue while the proposed organisation takes shape?

The six questions below are workshop focus questions, not a replacement for the five stages or eight spine links. Detailed workforce proposals, consultation requirements and approvals remain part of a properly scoped organisational process.

[Explore the full model >](#)

LEARN BY DOING

Explore. Challenge. Make the ideas useful.

Short explanations lead into lively exercises, paired discussion and small-group challenges. Participants test ideas, share experience and build a draft together. The tone is engaging and enjoyable, with time to reflect and connect learning to real work.

01 Chart or operating problem?

Groups examine complaints about slow decisions and draw a cause map before seeing a proposed chart. They identify which issues may need process or authority changes instead.

02 The design options studio

Teams compare a centralised service, local ownership and targeted repairs to the current arrangement. They score no automatic winner, explaining evidence, trade-offs and assumptions against agreed design criteria.

03 Follow the exception

Participants move a complex customer request through a proposed structure using role cards. They discover an unclear exception decision and revise accountabilities, handovers and escalation responsibilities together.

04 Transition pressure test

A group receives a staged rollout proposal with limited backfill and missing specialist review. Participants identify continuity risks, workforce questions and conditions needed before the next decision gate.

DIAGNOSE BEFORE YOU ACT

Evidence > shared feedback > agreed priorities

Use selected diagnostic prompts to distinguish known facts from assumptions. Discuss the findings and agree their meaning before proposing a solution. Feedback is part of diagnosis, not an afterthought.

ONE CASE, DEVELOPED THROUGH THE DAY

Two growing divisions maintain separate employee support teams. Executives propose combining them to reduce duplication, while managers worry about losing local knowledge and responsiveness. The chart removes one reporting layer, but complex case ownership, workload, decision authority and transition cover remain unclear to the people who deliver the service.

Groups compare a combined service with targeted repairs, test a difficult case across both designs and prepare a list of validation, workforce and continuity questions for the sponsor.

THE FACILITATOR WILL

Invite different perspectives.

Make assumptions visible.

Welcome constructive debate.

Capture practical learning.

SAMPLE WORKSHOP AGENDA

A working day, with room to think.

09:00-16:30 | Six hours of facilitated learning, plus lunch and breaks. The agenda, emphasis and timings are always agreed with the client, including local scheduling needs.

09:00-09:20	Welcome and the design problem Examine a proposed chart and identify the outcome, evidence and mandate that would make restructuring a relevant response to investigate.
09:20-10:15	Understand the framework and work Explore the full design architecture and map the case's capabilities, work flows and important decisions before proposing organisational groupings.
10:15-10:30	Break
10:30-11:30	Develop criteria and compare options Write design principles, compare credible alternatives and identify trade-offs that cannot be resolved by moving boxes on the organisation chart.
11:30-12:30	Test accountabilities and interfaces Walk a complex request through the options, specifying decision rights, handovers and escalation points that need further validation with role holders.
12:30-13:30	Lunch
13:30-14:30	Examine workforce and assurance needs Identify implications for jobs, capability, capacity and employee experience, then map the specialist input and organisational approvals the proposal requires.
14:30-14:45	Break
14:45-15:30	Plan transition and service continuity Build an initial sequence for validation and implementation, considering dependencies, temporary arrangements, communication and evidence that everyday delivery is stabilising.
15:30-16:10	Challenge the proposed design Present the option comparison and test it against strategic fit, customer value, operational coherence, people sustainability and the evidence available.
16:10-16:30	Agree the next design conversation Record what should be investigated, who must participate and which decisions should wait until material design or workforce questions are resolved.

Connect the reason for restructuring with real work, viable roles and a transition that protects delivery.

FROM THE SESSION TO YOUR DESK

Useful models. Practical working records.

The day combines reference materials with drafts developed in the exercises. Each has a clear use beyond the workshop; the work reflects the evidence and perspectives available in the room.

01 Design problem brief

A draft statement of the outcome, performance evidence, mandate and review boundary that can help a sponsor decide whether structural change warrants deeper investigation in this particular situation.

Use it to clarify why the organisation is considering restructuring.

02 Design principles worksheet

A case-based set of criteria that makes trade-offs explicit and connects strategic fit, customer value, operational coherence and people sustainability with the options under consideration.

Use it to compare proposals against more than chart simplicity.

03 Options and assumptions record

A comparison of structural and non-structural responses, including what each may solve, what it may worsen and which assumptions require evidence before an option is selected.

Use it to preserve credible alternatives in a design discussion.

04 Work and decision walkthrough

A worked example tracing a complex request through roles, handovers, decisions and escalation points, with unresolved interfaces captured for validation with the people involved in delivery.

Use it to test whether the proposed structure can operate.

05 People and transition prompts

A checklist covering role clarity, capability, capacity, specialist review, employee involvement and continuity arrangements, intended to guide further inquiry rather than authorise consequential workforce changes or decisions.

Use it to identify expertise and preparation needed before implementation.

06 Sponsor decision starter

A concise draft briefing bringing together the preferred investigation, remaining questions, accountable owners and evidence needed at the next design decision, with material limitations visible for review.

Use it to move the proposal into an informed review.

CONTINUE EXPLORING

Continue with the models, diagnostic manuals and development resources on the HR Delivery website. Workshop exercises provide a first application; a full organisational diagnostic or implementation assignment can be agreed separately.

[Open the framework >](#)

[Explore diagnostic resources >](#)



MAKE THE LEARNING COUNT

A better conversation. A practical next step.

Use the design problem brief to examine one proposed organisational change with its sponsor. Test a representative workflow with affected colleagues, compare at least one credible alternative and identify the specialist advice and employee involvement required before further decisions.

YOUR FIRST 30 DAYS

01

Days 1-7

Confirm the design need

Discuss the business problem, scope and decision authority with the sponsor. Separate agreed constraints from assumptions, and establish which outcomes and evidence will guide the review of options.

02

Days 8-21

Test work and options

Walk a real request through the current arrangement and a proposed alternative with role holders. Record decision gaps, workload implications and specialist questions without treating the exercise as approval.

03

Days 22-30

Prepare the next gate

Summarise what the evidence supports, which alternatives remain credible and what workforce or continuity issues need resolution. Agree the next validation step and the responsible decision owner with the sponsor.

Follow-through is participant-led. Additional facilitation, a full diagnostic or specialist support can be agreed separately.

AVAILABLE IN-HOUSE

Shaped around your organisation

The client supplies an anonymised organisational challenge, current work responsibilities and any established design principles. Participants bring a difficult handover or decision example; named workforce cases and sensitive employment details should remain outside shared workshop materials.

PLAN YOUR IN-HOUSE WORKSHOP

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Discuss your workshop



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