**Restructure process: A step-by-step checklist**

*This resource was created in partnership with* [*Lynn Burman*](https://www.linkedin.com/in/lynn-burman-47156018b/?utm_source=Breathe%20HR%20redundancy%20toolkit&utm_medium=referral&utm_campaign=Breathe%20redundancy%20content)*, Commercial Director at* [*Clover HR*](https://www.breathehr.com/en-gb/partners/hr-consultancy-directory/clover-hr?utm_source=redundancy-toolkit&utm_medium=referral&utm_campaign=redundancy)*: an expert HR consultancy and trusted Breathe Partner. It’s intended as a general guide only. For the latest legal advice on redundancies, check out the full explainer from* [*Acas*](https://www.acas.org.uk/redundancy)*. And if you’re considering a redundancy – or need HR advice of any kind – it’s always best to speak to an employment law specialist. You can* [*get in touch with Clover HR here*](https://www.cloverhr.co.uk/contact/?utm_source=Breathe%20HR%20redundancy%20toolkit&utm_medium=referral&utm_campaign=Breathe%20redundancy%20content) *or find additional support through our* [*Partner Directory*](https://www.breathehr.com/en-gb/partners/hr-consultancy-directory?utm_source=redundancy-toolkit&utm_medium=referral&utm_campaign=redundancy)*.*

This checklist discusses four main stages to planning and executing a company restructure, including:

1. Deciding if a restructure is the right decision
2. Assessing the impact of the planned changes
3. Preparing the ground for the restructure
4. Mapping skills, teams, and roles to business needs

**1. Deciding if a restructure is the right decision**

*First, it’s helpful to understand why you’re exploring a restructure and if this is the right choice for the business. To do this, consider:*

* What are the key goals and changes you want the restructure to deliver? Options could include:
  + Reducing business costs
  + Improving efficiency and performance
  + Adapting to a changing market
* How does the current structure prevent you from achieving these goals?
* Which alternative options are available? These may include:
  + Exploring different working styles or models
  + Adopting more flexible or cross-functional team structures
  + Improving performance management
  + Re-evaluating leadership training and policies
  + Outsourcing

**2. Assessing the impact of the planned changes**

*Next, consider the impact of the planned changes and how you can mitigate them.*

* Will redundancies be involved in the process? If so, how many? Extra legal and compliance requirements will be required if you’re making employees redundant.
* What is the anticipated buy-in from HR, senior executives and the C-Suite?
* Do the potential gains of the restructure outweigh the disruption and conflict it may cause?

**3. Preparing the ground for the restructure**

*It’s important to understand what skills, resources and information you have at your disposal before making any key strategic decisions.*

* Have you considered views from managers and the wider business when identifying the goals of the restructure?
* Do you have the internal skills to manage the restructure in an effective and compliant way?
* If not, what external resources may you need?
* Are company job descriptions up to date? It’s helpful to ensure they are before progressing with the restructure.

**4. Mapping skills, teams and roles to business needs**

*Next, it’s time to redesign the org chart based on the skills you have and those you need.*

* Consider whether you’ll need to reduce the size of the workforce or simply change the structure of the existing roles.
* Go through both the org chart and individual job descriptions, identifying where skills, roles and functions are:
  + Already clearly aligned with organisational needs. These can generally be left alone.
  + Valuable, but not necessarily being managed/utilised in the best way. Here, people may need to be moved, job descriptions altered or managers changed.
  + No longer useful for the business. In this case, you may need to offer employees alternative jobs, change job descriptions or consider redundancies.
  + Needed, but don’t currently exist. Here, you’ll have to consider external hires, outsourcing or skills training.
* Discuss how existing and new teams can be empowered to work more efficiently. Consider:
  + Investing in skills training
  + Exploring the potential of new technology
  + Considering new project management platforms, software tools, etc.
  + Re-evaluating workflows and processes
  + Creating a change-focused workplace culture

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