



TenStep Supplemental Paper

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Restructuring Organizations

Organizations today have no option but change. However, change should not be restricted to a unit or a functional group, but must trickle down from the CEO to the shop floor employee. New wave restructuring exemplifies a commitment to change.

The Waves

Restructuring must be implemented after careful thought and consideration, since it affects communication and organizational structure as well as recruitment and retention. The following are some basic concepts underlying restructuring:

Focus on tangible and significant change. Change is not merely day-to-day adjustments. It has a trickle-down effect. At every level, employees must learn to adapt. Restructuring efforts must encompass changes designed to help the organization refocus, evolve and adapt. Senior management must be proactive and focus on tangible, significant change to surmount both internal and external business challenges.

Establish a unifying theme. Every change initiated must be integrated with organizational goals. Employees must be able to visualize the end through a progressive series of integrated changes. Internal and external efforts need to be harnessed effectively to translate into smaller goals that employees can relate to on a more personal level. The message will be passed on effectively only if the communication channels are unclogged and the grapevine is used effectively

Actions to be taken. Communications must be detailed enough to give employees a clear understanding of their part in the larger framework of restructuring. Performance targets, tasks, and expectations (for both employees and employers) should be clearly defined. The success of any restructuring program rests on involvement.

Effective Execution. Implementation requires time and concerted effort across the organization. Deadlines must be met while restructuring, and managers must be made accountable. Effective execution communicates a sense of decisiveness and commitment. The restructuring is sustainable only if it enables changes in compensation, new skill requirements, career path and expectations.

Organizations can effectively implement change by using new wave restructuring to retain their competitive edge.