Introduction

The purpose of this playbook is to provide a project based framework that outlines a consistent and effective process for HR activity in business reorganizations, for HR teams to leverage in planning and executing org design projects.

The Playbook will support global HR professionals by increasing understanding of:

- Typical HR work involved in business reorganizations and business partnerships with HR
- Provide clarity within HR as to how HR teams can most efficiently and effectively partner with one another to deliver
- · HR roles involved and which HR domains deliver which work
- Typical phasing and order of HR deliverables
- Measurement examples
- Locate and utilize existing tools
- Allow for ongoing knowledge sharing



Partnering with the Business

Recommended involvement of business stakeholders



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Business Project Design Team





Business HR Leaders

- Provides strategic leadership and expertise for the business; Strategic BHR Role LT level activities
- Sets HR strategy and governance for all people deliverables on project
- HR deliverable approver and escalation for HR barriers
- Ownership & accountability for HR delivery
- Communicate key implications from business strategy to the project team
- Monitor progress and adjust HR functional strategy as needed to optimize performance
- Provides leadership and expertise on efficient people measures

ORGANIZATION DESIGN

Process Overview



Assess current state and

identify opportunities Align with sponsors the case for change

PLAN

Plan transition, create risk mitigation plans and determine pace of change

ANALYSE

Apply leading practices and vision to develop design criteria and ideal Operating Model

IMPLEMENT

Transition the organization to the new structure and implement consequential decision right, process and talent changes

03 **DESIGN**

Test and create organizational structures

Build a business case for the change

SUSTAIN

Create sustainment plan to ensure benefits realization and long-term

adoption of the changes