



## Quick Reference Guide: Leading a Reconfiguration Leader Guide

This guide is designed to be a resource for unit/department leaders to use when considering a reconfiguration. It is designed to prompt meaningful discussion and reflection as you review your organization to determine the best path forward. This is a starting point and is not inclusive of all questions or situations that may arise or apply during a reconfiguration. Additionally, not all questions or actions apply to all situations.

Organizational design is a continuous and iterative process that may include a reconfiguration. A successful reconfiguration requires ongoing partnership and communication between the leader and HR partner and includes four main activities:

1. Partner
2. Plan
3. Implement
4. Sustain

Your HR partner is your primary contact and coach throughout your reconfiguration. They will ensure the appropriate stakeholders and SMEs are engaged at the appropriate time. Therefore, the earlier you engage your HR Partner, the better HR can support the unit and enable a successful reconfiguration.

**Partner** – Engage in continuous strategic discussions with your HR Partner:

- What do we need to accomplish our goals?
- What is working well and contributing to our unit’s capabilities?
- What is not working ideally today and can be strengthened?
- What is the “problem”?
- What actions will help us fill the gap (i.e., structure, process, people practices, etc.)?
- What solutions will address the problem? Which solution provides the highest “return on investment”?
- Who can help us think through our challenges and identify the best solution?
- Will a reconfiguration address our core “problem”?

*NOTE: Partner discussions are not exclusive to reconfigurations. These ongoing discussions help uncover potential challenges that may require organizational design and/or a reconfiguration. GTHR Organizational Design services are most beneficial during this stage.*

**Plan** – Partner with your leadership team and HR Partner to develop a plan to implement the reconfiguration:

- Who will lead the reconfiguration? What are their roles and responsibilities?
- Is our leadership team aligned? How do we maintain alignment throughout the reconfiguration?
- What is changing? What is staying the same?
- Who is impacted by the changes? (directly and indirectly)

**Plan** – Partner with your leadership team and HR Partner to develop a plan to implement the reconfiguration (continued):

- How will the proposed changes allow us to be more effective in achieving our strategic objectives?
- How will we measure the success of the reconfiguration? (“Success Metrics”)
- How will we support our employees as they transition from the old way of working to the new way of working?
- Will our employees require training or development to ensure success of the reconfiguration (i.e., individual or leadership development plans, new leader integration, skill training, etc.)
- How will we communicate the change? Who needs to know?
- What is our timeline? What policies/procedures/processes do we need to follow and incorporate into our timeline?
- Who can help?

**Implement** - Partner with your leadership team and HR Partner to execute your implementation plan:

- Finalize all changes.
- Establish regular checkpoints with your HR Partner to review and follow up on analysis submitted to other departments (i.e., Compensation, Faculty Affairs), applicable policies/processes (i.e., HRAP-ASI), and required transactions.
- Execute the change and communication plan developed in previous stage.
- Clarify what is changing and what is staying the same.
- Acknowledge people’s endings and losses without offering a solution. People are more eager to have their feelings acknowledged than have their problems solved.
- “Sell” the future without putting down the past. Tie the new organization to the past organization to show a natural progression for the organization. This helps create buy-in and show gratitude for the past.
- Begin tracking/measuring your “success metrics” identified in the previous stage.
- Maintain alignment within the leadership team and provide support as needed.

**Sustain** – Partner with your leadership team and HR Partner to support and coach adoption of the changes to ensure success:

- Fine tune the implementation plan – solicit ongoing feedback and use “lessons learned” to adapt appropriately.
- Continue to communicate, reinforce, and clarify the changes.
- Make progress in small ways. Publicize and celebrate quick successes.
- Grow your people – create or update individual and leadership development plans that include competencies that are critical to the new organization.
- Support new team structures and cross functional collaboration. Leverage strategic alignment workshops, new leader/team integration workshops, and team effectiveness workshops as appropriate.
- Regular check-ins to measure progress towards goal and share progress.

**Questions?** As your strategic partner, unit/department HR partners are your primary contact for reconfigurations. For additional support, contact [Lindsey Micael Fenton](#), Organizational Design Consultant.