

# Modern Restructuring for Success



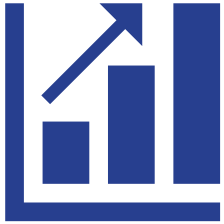
Prompt: "on the left is an old building, partially ruined. The architectural style is Victorian or Georgian. On the right is a partially-constructed elegant futuristic building with sweeping lines. Men and women in Western professional clothes are gathering raw material from the ruined building to construct the new one. image style is photorealistic."

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BEVINGTON GROUP

PERFORMANCE OUTCOMES DELIVERED

# Restructuring remains an approach that organisations will pursue for cost, customer service, and capability



## Rising costs demand efficient solutions

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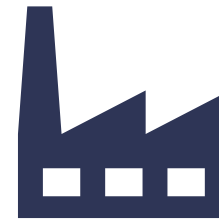
Increasing expenses necessitate strategic restructuring efforts for organisational sustainability



## Customer service as a restructuring catalyst

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Enhanced customer demands require responsive structural changes to maintain competitiveness



## Changing capabilities as a catalyst

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As technologies change organisations require new capabilities



## Common pitfalls in traditional methods

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Neglecting comprehensive planning often leads to ineffective implementation and disadvantages

## However, restructuring has a mixed reputation...



**Restructures have a consistently high failure rate**, with most of us having seen disappointing attempts



**They fail for three fundamental reasons**

Poor strategic concept

Limited consideration of the broader operating model

Poor change management

## A modern approach...

- **Incorporates operating model thinking:**  
Integrates diverse organisational elements to enhance mission delivery effectively
- **Ensures 'value driver tree' thinking is imbued in the metrics:**  
Facilitates clear and consistent linkage between organisational value and performance metrics
- **Leverages modern technologies:**  
Uses effective and affordable tools to capture and analyse organisational structure efficiently
- **Contemporary methods:**  
Ensures that the right steps are followed in the right way

# It is critical to broaden our thinking from “structure” to “operating model”

Features of a highly effective operating model

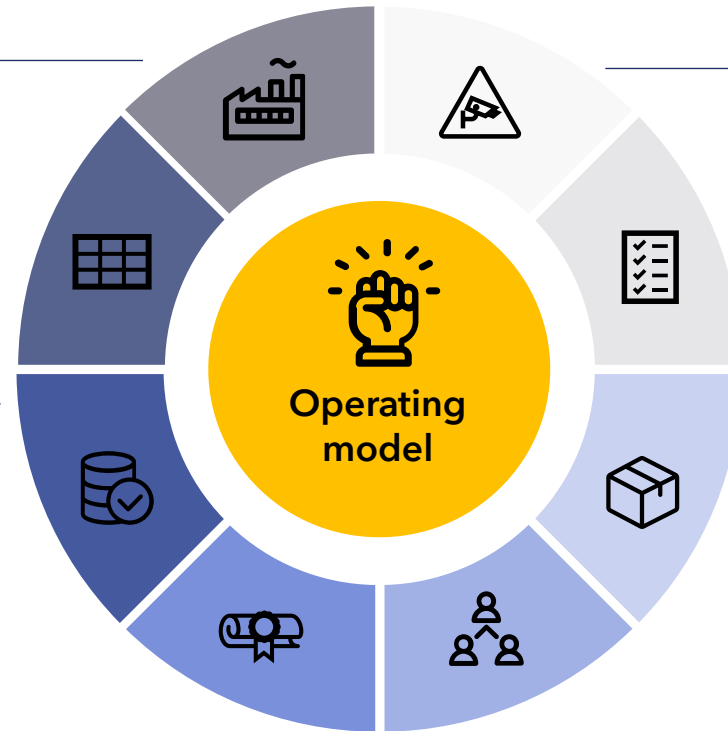
## Holistic organisational framework

Encapsulates all essential elements for cohesive mission alignment and operational synergy

## Organisations do not work by structure alone

New structures require other supporting elements of the operating model to be in place, for instance

- Metrics
- Incentives
- Processes
- Authorities
- Ways of working



## Adaptive to modern challenges

Equips organisations to navigate complexities by iteratively refining the operating model

## Integration of interconnected elements

Ensures harmony between processes, technologies, skills, and policies for optimal efficiency

# Metrics need to align with value creation in practical ways



## Value driver trees defined

They visually map relationships between value drivers and performance metrics clearly



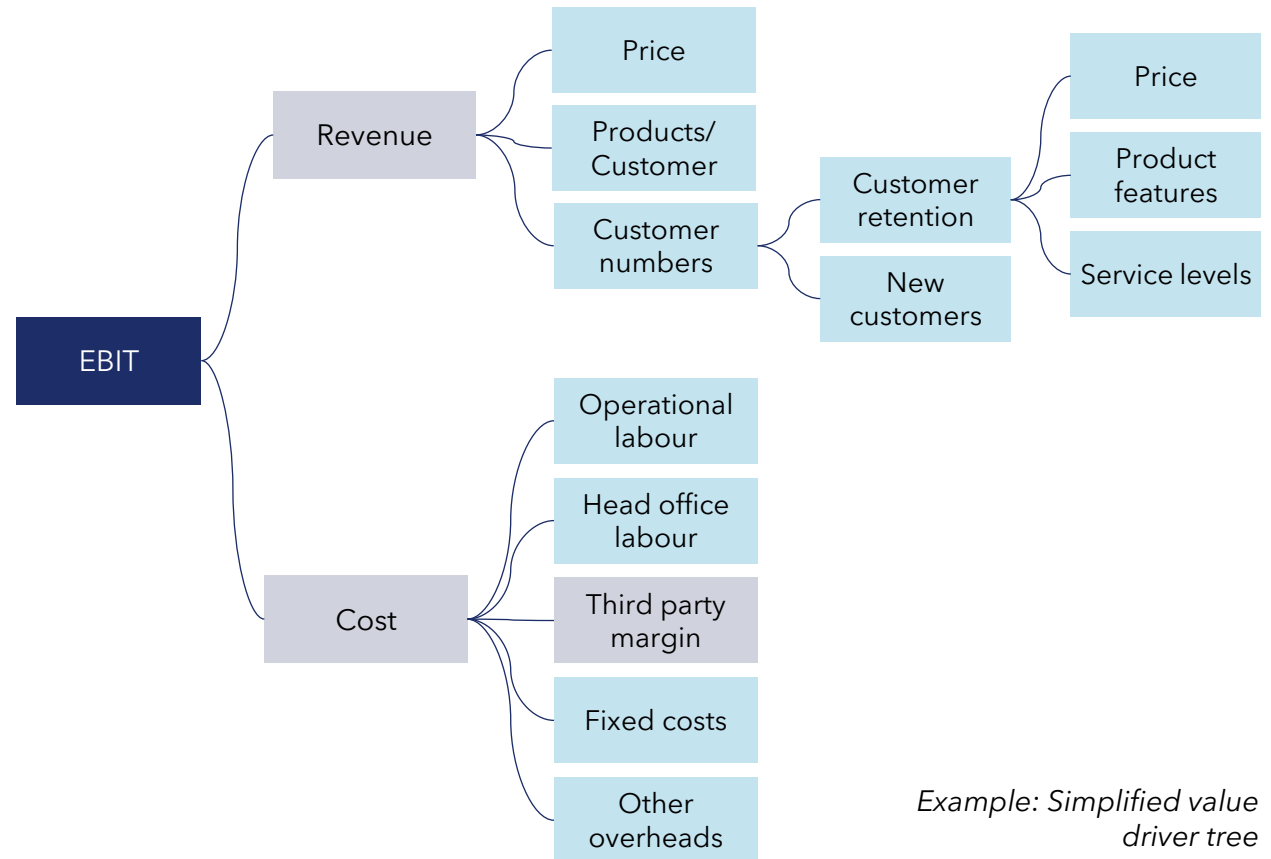
## Enhancing accountability

By aligning metrics to value, it clarifies responsibility within organisational units distinctly



## Driving strategic decisions

Facilitates informed decision-making based on transparent value attribution across the organisation



Example: Simplified value driver tree

# There is a host of contemporary tools that can help you with restructuring



## Process tools

### Structure mapping technology

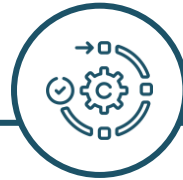
Modern tools enable comprehensive mapping of organisational structures, enhancing efficiency

### Process analysis tools

Advanced analytics identify and eliminate inefficiencies, streamlining restructuring efforts

### Change management tools

Contemporary technologies are available to help the change get deployed and importantly to stick!



## Design

### Affordable restructuring tools

Modern technologies provide cost-efficient solutions for effective organisational modelling

### Impact assessment models

Tools help evaluate financial consequences, enhancing decision-making during restructuring

### Behavioural insight applications

To facilitate smoother transitions, driving engagement, and reducing resistance.



## Deployment and embedding change

### Testing staff responses

Tools evaluate employee reactions, ensuring change initiatives are well-received

### Feedback gathering mechanisms

Collecting staff input enhances adaptation and addresses concerns effectively

### Behavioural nudges

Subtle prompts guide employees toward embracing new practices and responsibilities



## There are first rate restructuring methods, which generally incorporate these elements

- **Scoping redesign areas:**  
Identifying specific areas for change is critical for focused restructuring efforts.
- **Defining objectives clearly:**  
Well-articulated goals align stakeholders and drive effective organisational transformation
- **Understanding the current state**
- **Developing design principles**
- **Understanding contemporary options / solutions**
- **Co-designing solutions**
- **Modelling solution impacts**
- **Selecting solutions**
- **Preparing comprehensive implementation plans:**  
Detailed plans ensure smooth execution, prioritising leadership's role in guiding change

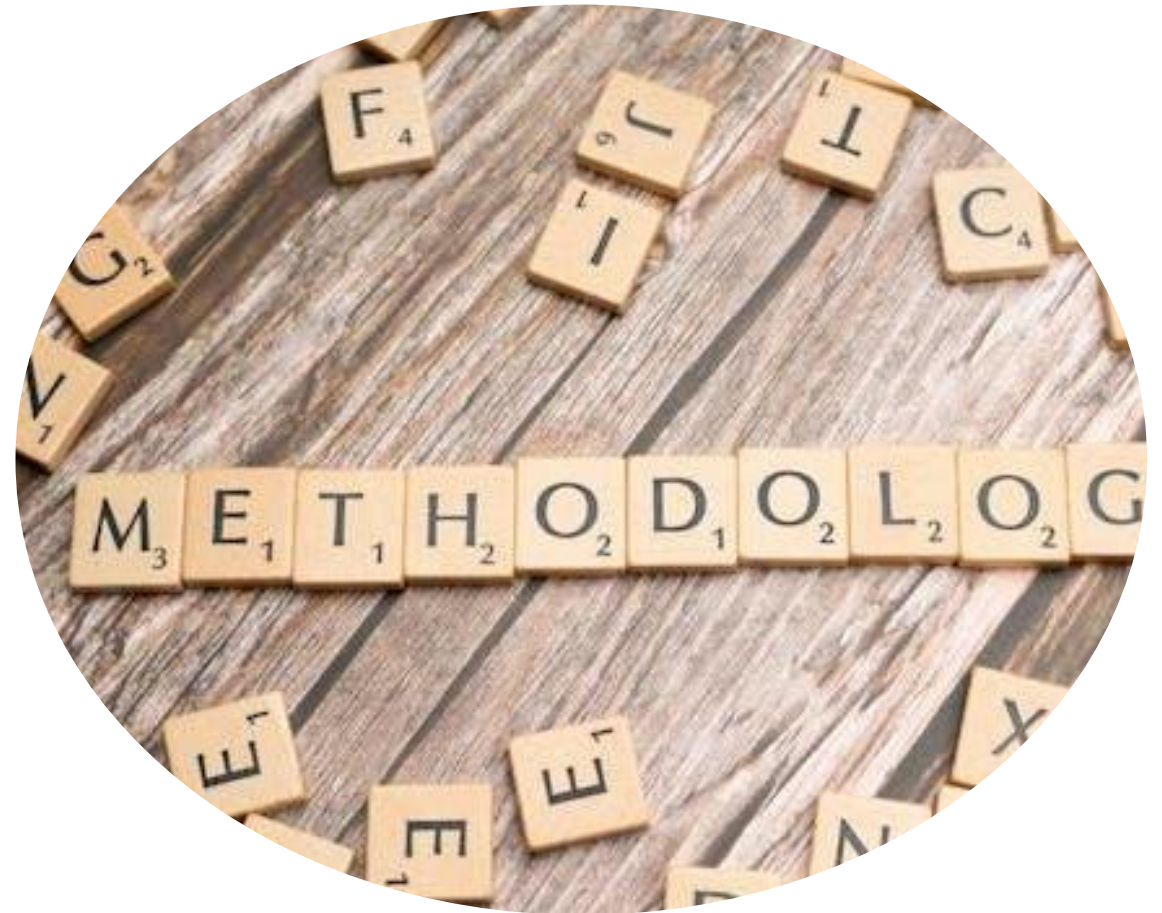


Photo by Markus Winkler on Pexels

## Naturally, leadership is the defining factor for success



### **Leadership communication essentials**

Effective communication fosters trust, clarity, and mitigates uncertainty during transitions.



### **Use of technology in messaging**

Modern channels enhance communication accessibility and engagement across the organisation.



### **Feedback loop importance**

Continuous feedback mechanisms ensure alignment and adapt messaging to workforce needs.



# Contact details and disclaimer

Bevington Group is a specialist consultancy with six core practices:

-  Operating Model Design and Restructuring
-  Lean Process Reengineering
-  Process Automation, Digitisation and AI
-  Accelerated Implementation
-  Change Management
-  Risk Intelligence

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