Managing Restructuring and Workforce Transition Course for HR

30 August – 3 September 2027
Munich (Germany)

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Ref: 3020_297545 **Date:** 30 August – 3 September 2027 **Location:** Munich (Germany) **Fees:** 5600 Euro

Managing Restructuring and Workforce Transition for HR is a one-week practitioner course for HR staff who must carry an organization through a redesign, merger or downsizing. You learn to map affected roles, set fair selection criteria, run consultation, place people through redeployment or outplacement and keep retained staff engaged. You leave with a completed Workforce Transition Plan. The course is delivered by Mercury Training Center.

About This Course

Restructures often fail on the people side: unclear selection, rushed announcements, lost talent and a demoralized workforce that stays. You should already handle employee relations or HR operations. Through the week you work on one restructuring case from role mapping to the first ninety days after the announcement.

Who It Is For

- HR staff who advise line leaders on organization redesign and role changes.
- Employee relations specialists who handle consultation, grievances and exits.
- Talent and mobility staff who match displaced employees to open roles.
- Internal communication leads who prepare announcements and manager briefings.
- Line leaders who must deliver restructuring decisions to their own teams.

This course is not for HR newcomers who still need core people practices, who are better served by an HR foundations course, or for executives who want only a board-level view of transformation, who gain more from a short leadership briefing.

Competencies You Will Build

- Role impact mapping: you show which positions are created, changed or removed and who holds them.
- Fair selection design: you set objective pooling and selection criteria that hold up to challenge.
- Consultation and communication: you plan announcements, briefings and one-to-one meetings in the right order.
- Redeployment matching: you match displaced people to vacancies with a clear trial and support offer.
- Exit and outplacement support: you arrange career coaching, CV help and interview preparation for leavers.
- Retained-staff engagement: you spot survivor reactions and act on them after the change.

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What You Will Be Able to Do

By the end of the course you will be able to:

- From a current and a future organization chart, produce a role impact matrix for each affected unit.
- Given a pool of affected staff, apply selection criteria and record the scoring trail.
- Using a consultation timeline, draft the announcement, manager talking points and employee Q&A.
- Given a vacancy list and skills data, propose redeployment matches with trial periods.
- From pulse survey results after a restructure, diagnose survivor reactions and set three actions.
- Using all outputs, assemble a transition plan with owners and milestones.

Course Content

Day 1: Restructuring Drivers and Role Impact

- Restructuring Triggers: Mergers, Cost Pressure, Technology and Redesign
- Current and Future Organization Charts for Impact Analysis
- Role Impact Matrix for Created, Changed and Removed Positions
- Headcount and Cost Modeling for Restructuring Options
- Governance, Decision Rights and HR's Role in the Steering Group

Day 2: Selection, Fairness and Consultation

- Selection Pools and Objective Criteria for Affected Roles
- Scoring Matrices, Moderation and Audit Trails
- Consultation Planning With Employee Representatives
- Equality Checks on Selection Outcomes
- Handling Appeals and Grievances During Restructuring

Day 3: Communication and Difficult Conversations

- Announcement Sequencing for Leaders, Managers and Staff
- Manager Briefing Packs and Talking Points
- One-to-One Notification Meetings and Their Structure
- Employee Q&A Documents and Rumor Control
- Role-Play: Delivering Redundancy and Role-Change News

Day 4: Redeployment, Exits and Retained Staff

- Skills Mapping and Redeployment Matching to Vacancies
- Trial Periods and Reskilling Support for Redeployed Staff
- Outplacement Packages: Coaching, CV Support and Interview Preparation
- Survivor Syndrome and Pulse Surveys After Announcements
- Retention Plans for Critical Talent During Transition

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Day 5: Practice Transition Planning

- Exercise: Role Impact Matrix for a Merged Department
- Exercise: Selection Scoring and Moderation Panel
- Exercise: Announcement Day Plan and Manager Briefing
- Exercise: Redeployment Matching and Retention Actions
- Completing the Workforce Transition Plan

Case Studies and Exercises

The following are suggested activities the group may adapt to its own organizations.

- Case study: two banking back offices merged into one shared service; you decide the selection pools and draft the role impact matrix.
- Case study: a manufacturing site automating a packing line; you design a redeployment and reskilling route for affected operators.
- Exercise: a hospital administration redesign; you produce the announcement sequence and the manager briefing pack.
- Exercise: a telecom retail network closing branches; you plan outplacement support and retention actions for staff who stay.

What You Take Back

You take back the Workforce Transition Plan, built on your own case with impact mapping, selection steps, a communication sequence and support for leavers and stayers. In your first month you adapt it to a live or planned change and agree it with your HR lead.

- A role impact matrix and headcount summary.
- Selection criteria, scoring sheet and appeal route.
- An announcement plan with manager talking points.
- Redeployment, outplacement and retention actions with owners.

Quick Answers FAQ

What should I know before a restructuring and workforce transition course for HR?

You should already handle employee relations, HR operations or HR advisory work and know your organization's policies on discipline, grievances and exits. No prior restructuring experience is needed.

How does restructuring and workforce transition training differ from a general organizational change course?

A general change course covers models and culture. This one follows a restructure step by step: impact mapping, fair selection, consultation, notification meetings, redeployment, outplacement and retained-staff engagement, ending in a plan you can use.

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How can HR reduce survivor syndrome after a restructure?

Treat leavers fairly and visibly, explain the reasons and the future structure clearly, give managers time for one-to-one conversations and track mood with short pulse surveys. Staff who stay watch how colleagues who leave are treated.

What do I take back from restructuring and workforce transition training for HR?

You take back the Workforce Transition Plan: a role impact matrix, selection criteria, an announcement plan and redeployment, outplacement and retention actions, ready to adapt to your next restructure.

For Your Manager

After this course your HR team member can plan and run the people side of a restructure: map role impact, apply fair selection, prepare announcements and arrange redeployment and outplacement. They return with the Workforce Transition Plan, first used to prepare your next reorganization and to brief the line leaders who will deliver it.

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