

**Planning a restructure? Some important questions to ask at the outset.**

As we all know, there is no ‘one size fits all’ when it comes to structure. Every organisation’s ambitions, goals and challenges will differ. Therefore, we have developed this template as a series of prompt questions to help to shape your thinking and build your case for change, rather than as a blueprint to follow.

Please also see the blog series ‘*Beyond the Organogram’* with insights from your fellow comms leaders on the restructuring process.

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| **Start with your organisational goals** |
| What are our topline organisational goals? |  |
| What will success look like around those goals in comms/marketing? |  |
| Is there anything about our current structure that could stop us meeting those goals? |  |
| Is structural change the only option? Could we meet our goals by changing *how* we work?  |  |
| Is the case for change strong enough to justify the disruption? Will there be a critical mass of internal stakeholders in support of it? |  |
| Do we have skills, objectivity and capacity in house to guide a re-structure? If not, what extra support do we need? |  |
| **Articulate the vision and tone**  |
| Our case for change is … (sum up key drivers and your desired outcomes in a few sentences) |  |
| The values that will guide this work are …. |  |
| **What marketing/comms skills do we need to meet our goals (imagine you are designing this from scratch on your first attempt)?**  |
| **Skills?** | **Already in post?** | **Possible to outsource?** | **In-house gap?** |
| *i.e. – brand positioning, digital marketing, insight, content planning and/or generation* |  |  |  |
| Level of expertise required? | SMT? | Management? | Officer? |
|  |  |  |
| Amount of resource? | Function? | Unit? | Individual? |
|  |  |  |
| **Are there existing functions, roles or skills not as clearly aligned to our goals/priorities?** |
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| **What are the possible reporting lines/operating structures for this marketing and communications mix? What structure will enable efficient decisions and delivery?** |
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| **Are there any essential systems we will need to invest in to support this mix of roles/skills? (i.e., platforms that enable sharing and collaboration, enhanced insight or data gathering.)** |
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| **What are our structural options (aim for at least two)? What are their estimated costs, likely levels of disruption, anticipated benefits and risks, for comparison? (Next question applies if reducing headcount): What will be done differently/not get done as a consequence of these changes?** |
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| **How will these changes help us to meet future challenges? How will we measure their impact in 6 months/2 years’ time?** |
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