

LEADERSHIP & MANAGEMENT | COURSE BROCHURE

Leading Organisational Restructuring

5 days | Classroom training | English

SMART HORIZON

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Course content

Why attend

Restructuring, mergers of departments and downsizing are among the hardest situations a leader faces. This course covers how to plan and lead restructuring responsibly: designing the new structure, involving HR and legal early, communicating with honesty and care, supporting those leaving and those staying, and rebuilding engagement afterwards.

Badly handled restructuring damages trust and performance for years. You will learn to lead the process fairly, legally and humanely.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

Restructuring case studies, planning workshops, communication role plays and review of legal and HR considerations.

Course objectives

By the end of this course, participants will be able to:
• Plan a restructuring with clear rationale and design
• Work with HR and legal on fair processes
• Communicate restructuring decisions with care
• Support affected employees through transition
• Manage survivor reactions and maintain performance
• Rebuild engagement in the new organisation

Target audience

This course is suitable for:
• Senior leaders and directors
• Department heads
• HR business partners
• Change managers
• Managers implementing restructuring



Course content

Target competencies

Participants will develop competencies in:

- Organisational design
- Change communication
- Employee relations
- Empathetic leadership
- Transition management

Course outline

Day 1: Why Restructure

09:00–10:08	Drivers and options
10:08–11:00	Design principles
11:00–11:30	**Coffee break**
11:30–11:45	Design principles (continued)
11:45–12:53	Risks of restructuring
12:53–14:00	Case study introduction

Day 2: Planning the Process

09:00–10:08	Timeline and governance
10:08–11:00	Consultation and legal considerations
11:00–11:30	**Coffee break**
11:30–11:45	Consultation and legal considerations (continued)
11:45–12:53	Selection criteria
12:53–14:00	Workshop: restructuring plan

Day 3: Communicating Decisions

09:00–10:08	Announcement planning
10:08–11:00	Individual conversations
11:00–11:30	**Coffee break**



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11:30–11:45	Individual conversations (continued)
11:45–12:53	Handling emotional reactions
12:53–14:00	Role play: difficult news

Day 4: Supporting People

09:00–10:08	Support for leavers
10:08–11:00	Survivor syndrome
11:00–11:30	**Coffee break**
11:30–11:45	Survivor syndrome (continued)
11:45–12:53	Retaining key talent
12:53–14:00	Exercise: support plan

Day 5: Rebuilding

09:00–10:08	Launching the new structure
10:08–11:00	Re-engaging teams
11:00–11:30	**Coffee break**
11:30–11:45	Re-engaging teams (continued)
11:45–12:53	Measuring success
12:53–14:00	Action plan

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the sessions. They are indicative only and do not constitute a binding commitment.



Course content

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Cape Town Confirmed dates	23 Nov 2026	27 Nov 2026	**€1,890.–**
Online Confirmed dates	23 Nov 2026	27 Nov 2026	**€1,250.–**
Dubai Confirmed dates	14 Dec 2026	18 Dec 2026	**€3,150.–**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,250.–**
Cape Town Confirmed dates	18 Jan 2027	22 Jan 2027	**€1,890.–**
Online Confirmed dates	18 Jan 2027	22 Jan 2027	**€1,250.–**
Frankfurt Confirmed dates	1 Feb 2027	5 Feb 2027	**€2,650.–**
Online Confirmed dates	1 Feb 2027	5 Feb 2027	**€1,250.–**
Vienna Confirmed dates	22 Feb 2027	26 Feb 2027	**€2,940.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	22 Feb 2027	26 Feb 2027	**€1,250.–**
Istanbul Confirmed dates	15 Mar 2027	19 Mar 2027	**€2,650.–**
Online Confirmed dates	15 Mar 2027	19 Mar 2027	**€1,250.–**
Rome Confirmed dates	5 Apr 2027	9 Apr 2027	**€2,450.–**
Online Confirmed dates	5 Apr 2027	9 Apr 2027	**€1,250.–**
Barcelona Confirmed dates	26 Apr 2027	30 Apr 2027	**€2,840.–**
Online Confirmed dates	26 Apr 2027	30 Apr 2027	**€1,250.–**
Rome Confirmed dates	10 May 2027	14 May 2027	**€2,450.–**
Online Confirmed dates	10 May 2027	14 May 2027	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Cape Town Confirmed dates	31 May 2027	4 Jun 2027	**€1,890.–**
Online Confirmed dates	31 May 2027	4 Jun 2027	**€1,250.–**
Barcelona Confirmed dates	21 Jun 2027	25 Jun 2027	**€2,840.–**
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.–**
Amsterdam Confirmed dates	12 Jul 2027	16 Jul 2027	**€2,540.–**
Online Confirmed dates	12 Jul 2027	16 Jul 2027	**€1,250.–**
London Confirmed dates	2 Aug 2027	6 Aug 2027	**€2,450.–**
Online Confirmed dates	2 Aug 2027	6 Aug 2027	**€1,250.–**
Dubai Confirmed dates	16 Aug 2027	20 Aug 2027	**€3,150.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,250.-**
Rome Confirmed dates	6 Sept 2027	10 Sept 2027	**€2,450.-**
Online Confirmed dates	6 Sept 2027	10 Sept 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	27 Sept 2027	1 Oct 2027	**€1,450.-**
Online Confirmed dates	27 Sept 2027	1 Oct 2027	**€1,250.-**
Vienna Confirmed dates	18 Oct 2027	22 Oct 2027	**€2,940.-**
Online Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,250.-**
Paris Confirmed dates	8 Nov 2027	12 Nov 2027	**€2,860.-**
Online Confirmed dates	8 Nov 2027	12 Nov 2027	**€1,250.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
London Confirmed dates	22 Nov 2027	26 Nov 2027	**€2,450.-**
Online Confirmed dates	22 Nov 2027	26 Nov 2027	**€1,250.-**
Dubai Confirmed dates	13 Dec 2027	17 Dec 2027	**€3,150.-**
Online Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,250.-**

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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