

eBook

Transforming Business Agility

How Workday empowers organizations to thrive with workforce optimization.



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Introduction: Navigating workforce restructuring in an era of change.

Today's businesses are faced with unprecedented levels of change, including a volatile economy, shifting workforce expectations, and a growing reliance on data and technology. Each of these fluctuating business conditions requires the critical capability to transform and meet the moment. For a business to thrive during times of unpredictability, it must have proven and reliable methods for adapting to change.

Nowhere has this skill of adaptability been shown more necessary than in the wake of a growing season of mergers and acquisitions (M&A). Chapter 11 bankruptcy filings reached an eight-year high in 2024 as a result of changing economic conditions that many businesses did not weather.¹

Throughout the M&A process and ongoing restructurings, there is a strategic importance to get things right, including large workforce restructuring efforts that are critically necessary yet risky. Organizations will struggle during this phase because they lack the tools and visibility into their workforce data—information that is essential for making timely and informed decisions. Traditional manual planning tools make the job disorganized and unproductive.

Sometimes, the technology we rely on for day-to-day HR functions is not effective in managing a diverse, distributed workforce. These systems have been designed to follow singular processes within the rules of compliance and regulation, which can make them inflexible to change.

* HiredScore is a Workday company.

This is where Workday comes in.

Workday is a unified platform built for agility and empowering leaders to turn complex circumstances into opportunities. Leveraging tools such as Workday Prism Analytics, Workday Planning, Workday Extend, HiredScore* and Workday Human Capital Management (Workday HCM), businesses gain access to real-time insights that support change, scale, and greater confidence.

In this eBook, we'll explore the common challenges organizations face during workforce restructuring and demonstrate how Workday plays an important role in providing access to data for informed decision-making, strategic agility, and long-term success in a post-restructuring organization.



Key priorities for successful workforce restructuring.

Successfully navigating the complexities of workforce restructuring can lead to future growth, increased efficiency, and a more organized enterprise. If unsuccessful, it can derail entire operations and lead to dissatisfied employees and increased resignations.

To achieve a smoother transition, leaders should focus on five key priorities:

- 1 **Speed and efficiency**
- 2 **Attainment of synergies**
- 3 **Minimized disruption to business operations**
- 4 **Retention of critical employees**
- 5 **Shaping the culture of the resulting company**



Speed: Accelerate workforce restructuring pre- & post-close.

Timing is a critical element in achieving success from a merger and acquisition. Long and drawn-out workforce restructuring increases the risk of failure due to lost momentum, employee uncertainty, and missed opportunities.



Why employees must feel supported during change.

Employees are six times more likely to be engaged at work when they recognize organizational support and feel psychologically safe.²

Workforce restructuring projects can take significant time from end-to-end, involving multiple roles and employee groups. This time-consuming effort becomes even more constrained by the limits of manual data collection, siloed systems, and static reporting tools that can't keep pace with changing business needs.

Workday transforms the process.

Workday delivers automation to reduce the time and effort required to extract, cleanse, and analyze workforce data. And, when it comes to adjusting role structures, reassigning teams, or communicating changes, the flexibility of Workday enables you to act decisively without lengthy development delays or complex integrations.

Workday supports teams throughout the M&A process, enabling them to move forward with time-saving efficiency.

Attainment of synergies: Turning strategy into shared value.

Taking advantage of opportunities for synergy is a key goal for any merger or acquisition. These time- and cost-saving alignments result from consolidations, streamlined processes, or newly realized capabilities made possible by shared talent and resources. Synergy can transform two organizations into something stronger than the sum of their parts.

Although synergy is a primary priority for M&A projects, it doesn't come to fruition without effort and careful planning. Having access to data-backed insights and organizational resources enhances the potential for uncovering and leveraging strong synergies.

Workday makes this possible.

Workday enables leaders to test assumptions, compare trade-offs, and leverage real-time workforce data, allowing them to move forward quickly and smartly. Leaders can map skills, roles, and performance details to a future-state structure for a unified view of talent across both legacy organizations.

Workday enables leaders to capitalize on synergies for long-term operational and financial success.



Minimized disruption to business operations: Continuity through change.

While leadership maintains a focus on long-term integration goals, day-to-day business operations must keep running smoothly. After all, customers will still expect service, and partners will still require delivery. Most importantly, employees will still need clarity and support to stay focused and satisfied in their roles.



What's the cost of engagement?

The global economy is estimated to have lost \$438 billion in 2024 due to a two percentage point decline in employee engagement.³ Employee engagement is essential for meeting revenue goals.

Challenges may erupt if the restructuring process creates new silos, resulting in data inconsistencies and inefficient handoffs—challenges that slow everything down, from payroll to productivity.

Workday reduces that risk.

As a unified platform, Workday allows for HR, finance, and operations to remain tightly aligned during every phase of transition. Consistency is invaluable in critical periods of high-volume change. Leverage Workday for customized onboarding experiences or as a planning tool for restructuring events. Regardless of how you utilize it, with Workday, teams are able to remain agile while maintaining operational control.

Workday enables organizations to move forward without losing sight of the business they need to keep running.

Retain critical employees: Safeguard the talent that drives the future.

Leadership's focus during restructuring isn't only on saving money or minimizing fallout; it should also be protecting the capabilities employees have that are integral for long-term success. Critical talent holds proprietary knowledge, leads essential operations, and motivates team performance. Losing these key performers can cripple an organization beyond the org chart.



Maintaining trust in times of change.

Following a restructuring or major organizational change, employee retention becomes key. Earning trust is harder than ever, with 68% of the global workforce fearful that leaders are misleading them.⁴

This is why subjective evaluations cannot be reliably trusted during a workforce restructuring. Leaders may be asked to select a few core competencies required for each role, but these choices are often made based on limited data or intuition.

Workday brings clarity to the process.

Through an objective selection process that reduces bias, Workday provides data-driven insights on your workforce. It also ensures that talent decisions are aligned with the company's strategic goals. Workday helps model scenarios and test retention strategies for a comprehensive analysis and forecast of impact before pressing "go." These proactive, evidence-based decisions will better serve the organization in protecting critical employees.

Workday enables leaders to identify, assess, and retain the employees who matter most.

Culture of the resulting company: Build unity through change.

When org charts and systems are merged on paper, the outcomes are clearly defined. But when companies begin integrating people and values, the forecasted outcomes may be nothing more than a best guess. Misaligned cultures can undermine even the most well-structured deal and lead to employee disengagement, confusion, and resignation.

Leaders who prioritize culture as a core component of the workforce restructuring process will be better positioned to create a shared sense of purpose across the newly combined organization.

Workday helps make cultural integration a reality.

Workday provides organizations with a unified view of employee data, enabling consistent communication, equitable processes, and a deeper understanding of the workforce as a whole. Transparency fosters trust, a fundamental aspect of cultural alignment.

By treating culture as a strategic asset and using Workday to support your efforts, you'll work to build a unified workforce ready to move forward together.



The Workday solution: An agile platform for empowering change.

The Workday unified platform is built to help organizations navigate key transitions such as workforce restructuring. With one source of truth, real-time data and insights, and configurable controls, Workday empowers leaders with clarity, speed, and confidence while minimizing disruption to the business and workforce.

Explore key Workday products that support leaders and teams during workforce restructuring efforts.

Workday Prism Analytics.

Unify data from internal and external sources.

Addresses: Slow decision-making due to data silos and complex data extractions

Workday Prism Analytics streamlines data preparation for restructuring efforts with automated, parameter-driven processes, enabling teams to pull and normalize data across HCM systems—including from acquired or merged companies. This delivers self-service access to real-time insights across headcount, job roles, costs, and more.



With Prism Analytics, AIA is on the path to producing greater insight, using data from external and legacy systems on top of employee data.

Group Head

HR Transformation, Analytics & Governance,
AIA



Workday Adaptive Planning.

Model, compare, and select optimal restructuring scenarios.

Addresses: Rigid one-and-done planning efforts

Workday enables continuous, data-driven scenario modeling to evaluate restructuring options by team, region, or cost center. Organizations can simulate outcomes and confidently select the most strategic and cost-effective plan.



Workday Adaptive Planning has unleashed the power of our revenue planning and connected us even further with our business partners.

AVP

Financial Systems Governance,
CNA

Workday Extend.

Build a centralized restructuring hub tailored to your workflows.

Addresses: Manual and inflexible restructuring processes

With Workday Extend, organizations can automate the end-to-end restructuring process through a custom-built restructuring hub that centralizes scenario management and full audit trails. This removes friction and ensures accountability across every stage.



We can both replicate legacy apps and build new ones and all within Workday using Workday Extend, which expands the value we get from the Workday HCM platform.

Manager

HR Technology and Automation,
3M

Workday HCM.

Execute organizational changes and manage sensitive workforce transitions.

Addresses: The complexity of disparate systems for talent management, workforce planning, and employee engagement

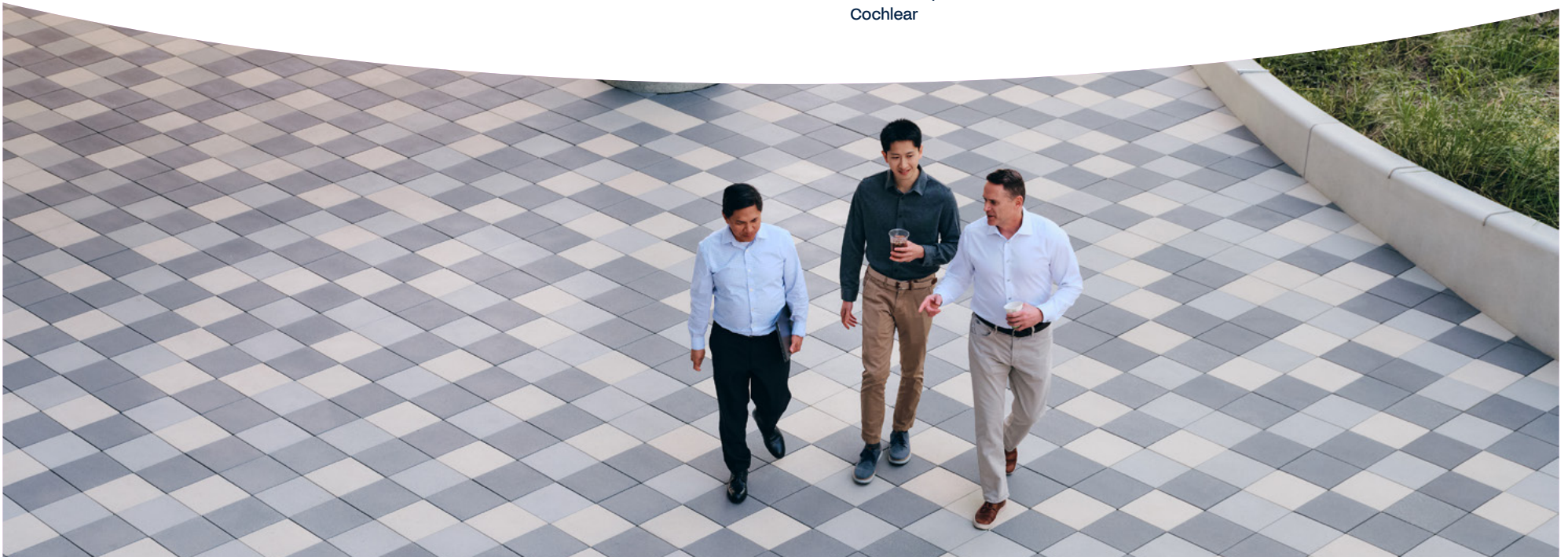
As the central hub for employee and organizational data, Workday HCM enables leaders to execute approved restructuring actions such as position changes, team realignments, terminations, and job requisitions within a secure, unified platform. It supports cultural continuity, talent retention, and compliance throughout the process.



Our partnership with Workday brings us the latest advancements in HCM technology, so we can run our business a whole lot smarter.

Vice President

Global People & Culture,
Cochlear



HiredScore.

Retain and redeploy valuable internal talent for new job openings.

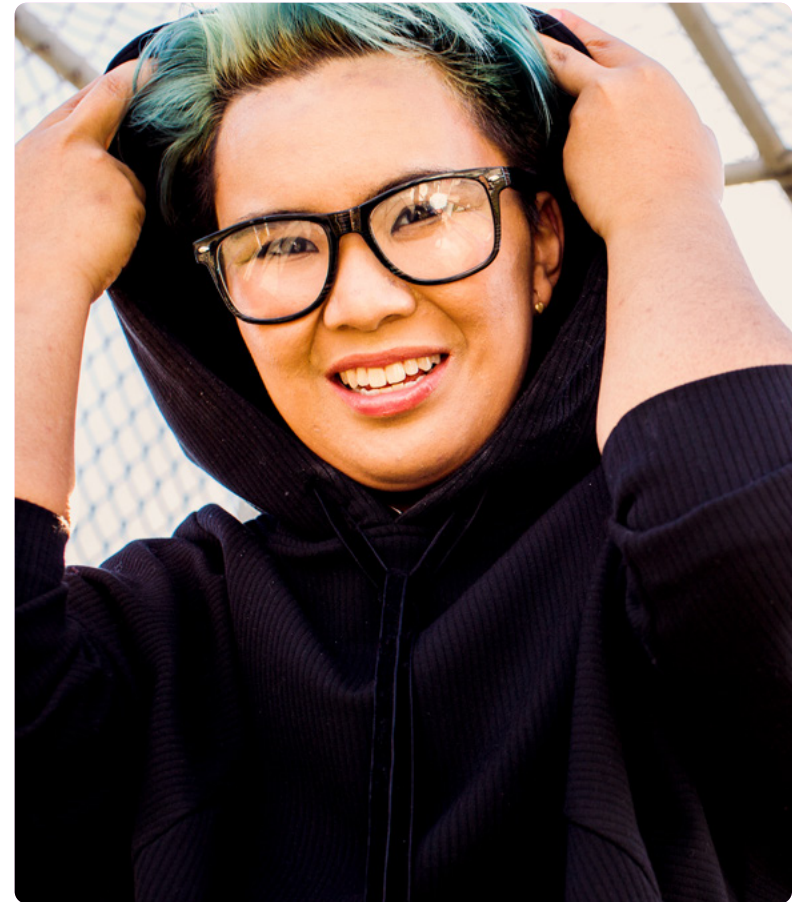
Addresses: Inability to scale time-intensive, manual processes such as aligning displaced talent to new internal roles

HiredScore uses AI to intelligently fetch and match skills and experience of displaced talent to new and available openings, supporting efficient redeployment of valuable organizational expertise and lowering hiring and training costs.



Workday provides a solid HCM foundation for HR processes, while HiredScore elevates our recruitment efforts, together creating a more efficient, data-driven HR function that supports our growth.

Head of HR Technology
Vanderlande



Customer success stories: Accelerated acquisitions.



Able to configure a subsidiary in half a day; time spent on reorganizations reduced by 60%



Standardized processes worldwide while also allowing local operations to configure individual country requirements, such as local tax or expense item requirements



- Consolidated 28+ applications to save over \$5.7 million
- Onboarded new acquisitions within 90 days
- Identified flight-risk employees with 90% accuracy



Onboarded 120,000 additional employees in 55+ countries in 9 months



“One of the biggest advantages of Workday is that it’s future-proofed. No matter how big we get, we will not outgrow Workday.”

Sara Joseph
Director of Development Manager,
Apex Capital

Conclusion: Empowering confidence in workforce restructuring through Workday.

M&A activities can present enormous business opportunities, but they can also bring about immense complexity. Restructuring a workforce is never done without care and requires a delicate balance of cultural nuance while facing intense time pressure and scrutiny.

We've shared five key priorities that will enable the success of workforce restructuring in a post-M&A environment:

- 1 Speed and efficiency**
- 2 Attainment of synergies**
- 3 Minimized disruption to business operations**
- 4 Retention of critical employees**
- 5 Shaping the culture of the resulting company**

The Workday platform directly supports each of these priorities and provides one source of truth, real-time analytics, and configurable tools to meet your organization's unique needs.

Workday empowers business and HR leaders to act with agility, speed, and confidence.

Ready to learn how Workday can support your next workforce restructuring? Visit [Workday.com](https://www.workday.com) to explore our solutions or connect with a representative.



Sources

¹ [PWC, “Restructuring 2025 Outlook”; 2025.](#)

² [McKinsey & Company, “Developing a resilient, adaptable workforce for an uncertain future”; 2024.](#)

³ [Gallup, “Global Engagement Falls for the Second Time Since 2009”; 2025.](#)

⁴ [Edelman Trust Institute, “2025 Edelman Trust Barometer Global Report”; 2025.](#)

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