

Designing the People System for Enterprise HR Transformation

Designing the people system for transformation with Christina Tangora Schlachter



The Challenge

A large retailer was redesigning its field HR organization to better support a rapidly growing business. Success required more than new roles and organizational charts. It required preparing leaders and employees to adopt new ways of working while maintaining business continuity.

The challenge was to align organizational design, leadership expectations, learning strategy, and change management into a single transformation approach.



My Approach

Designed and facilitated an integrated organizational change framework that connected business strategy, organizational design, leadership development, and workforce readiness. Key components included:

- Future-state role and competency design
- Leadership alignment workshops
- Gap assessment methodology
- Change readiness planning
- Communication strategy
- Multi-year capability development roadmap
- Governance and decision-making framework
- Agreement-based executive facilitation

Business Impact

- *Enterprise HR transformation* supporting a national workforce
- Comprehensive role architecture and competency framework
- Multi-year leadership development *strategy*
- *Structured governance* and change readiness approach
- *Integrated* organizational design, learning, and change strategy
- Executive facilitation *driving agreement* across senior stakeholders

Design the Future Together.
Successful Transformation.

“

People don't agree to solutions before they agree to the problems.

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Key Insight

Successful transformation requires designing the entire people system, not simply delivering training.

The Framework



Vision & Future State



Gap Analysis



Readiness



Capability



Adoption