THE 8 Rs FRAMEWORK

Before you cut, see what your people could become.
From restructure to proven return.

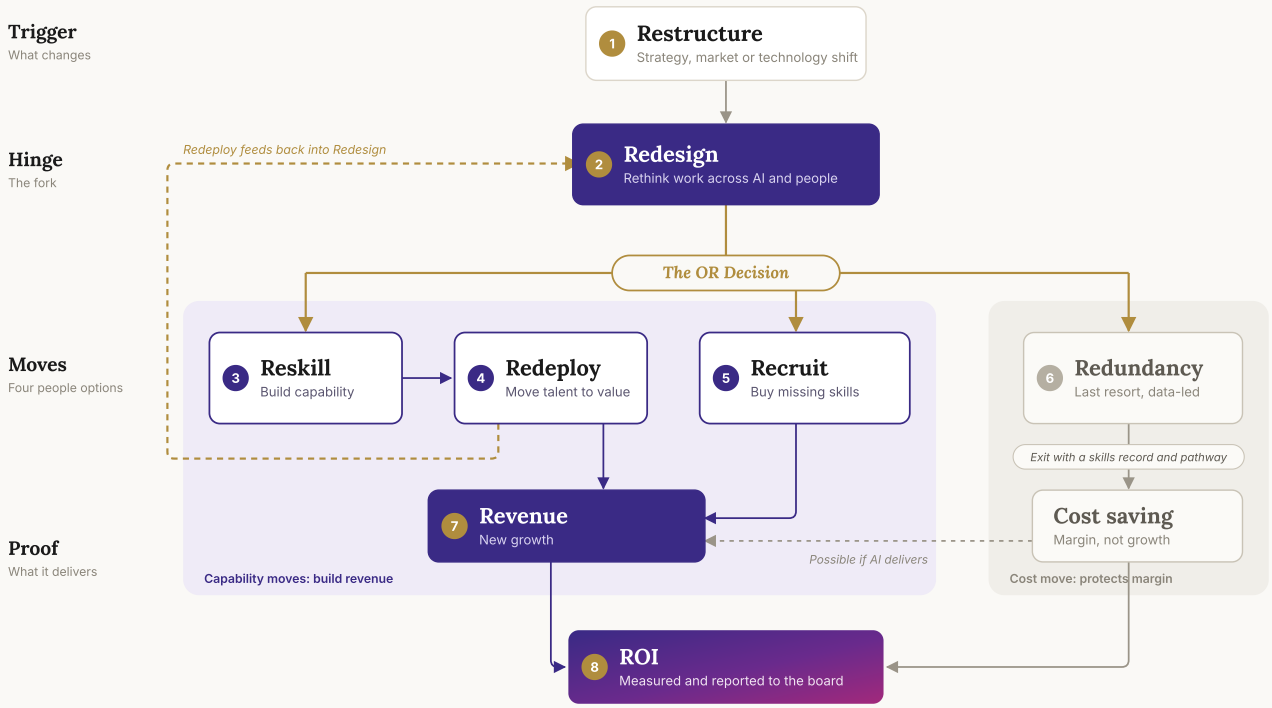
Vanessa Wainwright FLPI

Global Skills Strategist · CEO, Abodoo | Skills Intelligence Infrastructure · Host, Global Skills Podcast

Every restructure ends in a people decision. Most leaders make it without capability data: what their workforce can do today, and what it could do tomorrow with the right reskilling pathways.

As AI reshapes work, the default move is redundancy, because it is fast and visible. The cost of losing people who could have become tomorrow's talent rarely makes the board paper.

This is not the fault of leaders or their people. It is a design flaw: recruitment, talent and learning each speak a different skills language, so capabilities are missed and the wrong decisions get made. The 8 Rs gives leaders a clear path from restructure to proven return, built on one shared skills language.



Redundancy lowers cost. Reskilling, redeploying and recruiting build revenue. ROI weighs both.

Dotted grey line: savings reinvested in AI can fund growth, but the evidence is still early.

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> **The OR Decision.** At Redesign, every organisation reaches the same fork: reskill, redeploy, recruit, or make redundancies. That single moment decides whether a restructure builds capability or destroys it. The companies that win choose with skills data. The rest choose blind.

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The 8 Rs, stage by stage

R	What it means	The question leaders must answer
TRIGGER		
1 **Restructure**	A change in strategy, market or technology	*What must the organisation do differently?*
HINGE		
2 **Redesign**	Rethink work across AI and people. This is where the OR Decision is made.	*Which tasks go to AI, which stay human, and which skills does that need?*
MOVES		
3 **Reskill**	Build the skills you need from people you already have	*Who is closest to the new roles?*
4 **Redeploy**	Move reskilled people into new roles, then feed what you learn back into Redesign	*Where does capability create most value now?*
5 **Recruit**	Buy skills you cannot build in time	*Which gaps are truly external?*
6 **Redundancy**	The last resort, chosen with data, and exited with a skills record and a clear reskilling path	*Have all other options been weighed, and does everyone who leaves know their skills, their gaps and their next route in?*
PROOF		
7 **Revenue**	Growth from the right capability in the right place	*How do people decisions drive the top line?*
8 **ROI**	Measured and reported to the board, weighing savings from cuts against revenue from capability moves	*What did each choice cost, and what did it return?*

Two paths at the fork

Amazon: the redundancy route

About 30,000 corporate roles cut across October 2025 and January 2026, nearly 10% of the corporate workforce [1][2][4]. Affected staff were given around 90 days to find another role inside Amazon [4].

IKEA (Ingka): the reskilling route

Since 2021, about 8,500 call-centre workers trained as remote interior design advisers as the AI assistant Billie took 47% of routine queries. The remote channel generated €1.3bn in FY2022, 3.3% of sales [3].

Illustrative, not like-for-like: the roles, timeframes and pressures differ, and IKEA has also cut roles (about 800 office jobs in March 2026 [5]). The lesson is not "never cut" but "choose the right move for each role, with data".

Why it matters

For leaders: a defensible, board-ready rationale for every people decision in a restructure.

For the bottom line: reskilling and redeploying keep knowledge and avoid rehiring costs, and ROI shows the difference in numbers.

For people: redundancy becomes the last resort, not the first reflex. More careers continue inside, and those who leave go with a skills record and a path to their next role.

For governance: in the EU, collective redundancy consultation must already cover ways to avoid or reduce redundancies. The 8 Rs shows you did.



Vanessa Wainwright FLPI

Global Skills Strategist with around 20 years in workforce and skills data. CEO and Founder of Abodoo, host of the Global Skills Podcast, and author of the forthcoming *Seeing Clearly: The Skills-First Leader's Guide to People, Performance, and Profit in the Age of AI*.

vwainwright.com · **linkedin.com/in/vwainwright**
vanessa@abodoo.com · **+353 85 850 9999**

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Sources: [1] FOX 2 Detroit, 28 Jan 2026. [2] Associated Press via Star Tribune, 28 Jan 2026. [3] RTÉ News (Reuters), 13 Jun 2023. [4] FOX 7 Austin, citing Reuters, 23 Jan 2026. [5] Eurofound European Restructuring Monitor, 19 Mar 2026.

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